

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

**Report of the Trustees and
Financial Statements For The Year Ended
31 March 2011**

**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 2011**

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Threshold Housing Link

Report of the Trustees **for the Year Ended 31 March 2011**

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 2011. 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
Wade House
37-39 Queen Street
Swindon
Wiltshire
SN1 1RN

Trustees

| | |
|------------|---------------------|
| K Archer | - resigned 20.9.10 |
| B Oliver | - resigned 20.9.10 |
| N Henham | |
| W Mitchell | - resigned 20.9.10 |
| A Bedford | - resigned 2.3.11 |
| T G Davies | - appointed 20.9.10 |
| C G Arch | - appointed 20.9.10 |
| J T Phipps | - appointed 20.9.10 |

Company Secretary

N Henham

Auditors

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

Solicitors

Fullagar Brooks, 4 Cricklade Court, Cricklade Street, Swindon, Wilts, SN1 3EY
Clark Holt, Hardwick House, Prospect Place, Swindon, SN1 3LJ

Bankers

Co-Operative Bank, PO Box 250, Skelmersdale, WN8 6WT

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The organisation was formed in June 1972 and was known as The Swindon Cyrenians (AGAPE) when first registered as a charity. The charity is now branded as Threshold Housing Link, a registered charity No. 1017599 and a company limited by guarantee, registered at Cardiff, No. 1926938.

The company is governed by its Memorandum of Association which establishes the objects and powers of the charitable company and the charity is regulated under its Articles of Association; the co-joined document is known as the Memorandum and Articles of Association. In any event of the company needing to be wound up members are required to contribute an amount not exceeding £10. As at 3rd May 2011 there were 54 paid up members.

Threshold Housing Link

Report of the Trustees for the Year Ended 31 March 2011

STRUCTURE, GOVERNANCE AND MANAGEMENT

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 recommendations and word of mouth, adverts in the local media, our website, information leaflets, presentations, Voluntary Action Forums, REACH (a skilled volunteer placement agency) 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 CRB check. The Board of Trustees seek to maximise the skill base of the board and training is available in areas of the specific knowledge required for the nature of the charity's business and operations and the role of trustee. This assists peoples understanding and capability to review services, monitor and evaluate data relating to the outputs and outcomes of the schemes and services. A broad skills mix is required; an annual review monitors and highlights learning that has taken place and identifies areas of potential loss due to retirement thereby creating a need for growth and expansion with particular skill bases. An annual "away day" enables the board to review operations, discuss ideas for developments or consolidation of activities. There is also the opportunity to meet team leaders and senior staff to develop relationships as well as gain insight into staff morale and opportunities for transformation and/or leadership development. This enables 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 2010/11, over 250 volunteer hours were gifted to the charity by the board of trustees. Any expenses reclaimed from the charity are set out in note x to the accounts.

At the AGM in 2010 four trustees retired and three new trustees were elected from the membership. A further three members have undergone induction during the year and all will stand for election at the AGM in 2011. The current number of members on the board of trustees, including the co-opted inductees, stands at seven however, one trustee is due to stand down at the AGM, retiring after 4 years service.

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. Under represented groups on the board, currently include people from ethnic minorities, those with disabilities and women. Therefore, during the coming year we aim to be more proactive; encouraging people from these groups to consider joining our membership and becoming a trustee. There will be a concerted campaign to attract people from these 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 Operational Director, who reports directly to the board. The Operations Director manages a senior management team of two team leaders and four senior workers. Jointly they supervise seventeen permanently employed staff, four locum staff and two catering contractors (FTE 26); ensuring good practice is upheld and that the team continues to develop their skills to assist and support the client group and carry out the organisations charitable objectives. This structure is kept under review by the board of trustees to ensure the management team has access to appropriate expertise either through staff appointments or use of external consultants.

Threshold Housing Link

Report of the Trustees **for the Year Ended 31 March 2011**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Quality

Threshold is undertaking PQASSO (Practical Quality Assurance System for Small Organisations) which is a system designed specifically for voluntary and community organisations (VCO's). The system covers important elements of an efficient and effective organisation - efficient use of resources and effective service delivery. Quality standards are also essential in ensuring that an organisation is legally sound, able to achieve planned outcomes and is fit for purpose. PQASSO attends to all the performance areas that are important to funders and commissioners through twelve quality areas:

- planning
- governance
- leadership and management
- user centred service
- managing people
- learning and development
- managing money
- managing resources
- communications and promotion
- working with others, monitoring; and
- evaluation and results

PQASSO as a quality assurance assessment tool differs from ISO 9001 in that ISO 9001 focuses on the processes within an organisation and makes sure that they are effectively managed in order to meet the needs of customers. It aims to ensure continual improvement in these processes and customer satisfaction. It does not require the organisation to address areas that are deemed essential for the effective governance and management of a voluntary and community organisation; namely good control with a focus on outcomes and charity related finance issues.

Other assurances of quality include the Investors in People (IiP) standard, which was initially awarded to Threshold in 2004. We were subsequently re-assessed and awarded IiP again in 2007 and have just been reviewed and awarded the new standard in 2011 and are being further assessed as to whether we have reached the silver or gold standard. 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, the charity is guided and bound by local and national policy and/or legislation. At the national level, we are bound by homeless legislation, namely the Rent Act 1977 and the Housing Act 1985, 1996 and 2002. At the 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

Our partner Housing Associations, who are Registered Social Landlords (RSL's), 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 Team are key to the success of the Swindon Borough Councils Rough Sleeper Panel (RSP) and 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 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, development or enhancement.

Threshold Housing Link

Report of the Trustees for the Year Ended 31 March 2011

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

The trustees regularly review the risks to which the charity is exposed. A Risk Register is maintained and this 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. The Operational Director produces a report, accompanied by a spreadsheet, to the board of trustees on a quarterly basis to enable understanding and commence mitigation of any threats identified.

Significant risks for the charity during 2010/11 included

- no Director appointment for the replacement of the Business Development Director post which was made redundant by the incumbent board of trustees in March 2010 in preparation for a proposed merger
- the proposed merger with another homeless charity; this proposal was vetoed at the 2010 AGM following discussions and consultation with the full membership
- retirement of four trustees at the AGM
- three new trustees were elected at the AGM - only one had previous experience of working within Threshold as a trustee however, another had extensive experience of trusteeship and one had been a member of Threshold for many years so had extensive knowledge of the work and operations prior to their appointment
- plans to extend our provision - new properties/initiatives to create income streams that will enhance our current financial position
- the reduction of the supporting people grant funding; this resulted in a smaller reduction than had been envisaged and its impact required minor alterations to operations with no disruption to the services that our clients receive; and
- two voluntary redundancies

During 2011/12, business risks will include:

- tendering for new services - this will increase facilities operated by Threshold, generating new income for the charity by way of contract and commissioning. This is a new process for Threshold and will be undertaken with support from external specialist agencies working in partnership with senior management and the board of trustees
- purchasing a new property with an increased mortgage; providing additional accommodation and support services to homeless people who are Persistent Prolific Offenders, aiding the criminal justice system, the local Community Safety Partnership and prisoners families, whilst providing increased income generation for the charity
- employing a Marketing and Events Coordinator to undertake our marketing strategy

Other plans currently being considered include:

- purchasing a building in the town centre to accommodate the registered offices, a social enterprise community café and the day centre operations, expanding the current provision
- developing a further social enterprise; operating a thrift shop to generate income for the charity
- employing additional staff to undertake business management, income generation and project development activities
- incorporating a recognised qualification linked to the internal core competence programme of training for all staff and volunteers to increase the worth of our most valuable resource - our people; and
- initiate a bank of volunteers to aid our development plans, project management and social enterprises, creating fair, diverse access and opportunity to positions within Thresholds services

Threshold Housing Link

Report of the Trustees for the Year Ended 31 March 2011

OBJECTIVES AND ACTIVITIES

Objectives and aims

The Memorandum and Articles of Association state that the principal objects for which the charitable company is established are:

The relief of poverty, hardship, sickness and old age in particular 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

Strategic Vision Statement

Our vision at Threshold is to be a leading provider and centre of excellence for supported accommodation for the single homeless. We aspire to provide the highest quality service, which is responsive, flexible and needs led.

Statement of Values

We believe in a philosophy of support that respects the choice of the individual in their accommodation and lifestyle choice.

It is our aspiration to ensure that people will be treated with dignity and respect whilst with Threshold services. We are an organisation committed to supporting those facing challenging and difficult times in their life. We provide highly skilled, professional support, practical help and welfare advice to service users. Accommodation and support is provided through partnership agreements with statutory bodies, contributions from service users and by independent fundraising.

Strategic Objectives

Our four main objectives are:

- 1 To ensure that our service provision is needs driven and service user centred, resourced by optimum levels of appropriately skilled staff. To achieve this we need to:
 - identify opportunities for development
 - prioritise education and workforce planning
 - consider capacity issues and key growth areas
- 2 To provide a high quality and reliable service through the exercise of sound governance, meeting all of our statutory and charitable obligations. To achieve this we need to:
 - revise and review our staff policies and staff handbook
 - review our supervision and appraisal system
 - introduce a strategy for staff development
 - plan future workforce requirements
 - build upon current risk management processes
- 3 To maintain financial stability by means of a robust funding strategy and sound management of our financial resources. To achieve this we need to:
 - analyse and evaluate recent income trends
 - identify predictable income sources
 - identify indicators likely to affect specific funding streams
 - explore new partnership opportunities for joint working arrangements
 - maintain tight control of expenditure consistent with agreed spending priorities
 - demonstrate that all planned expenditure is underpinned by "value for money" principles
- 4 To agree our future direction in relation to service development and performance. In light of the evidence we have, our considerations will focus on:
 - the future of the Old Appleyard Project
 - the future of the Mullane House Project
 - developing future funding streams

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 20 residents each day

Threshold Housing Link

Report of the Trustees
for the Year Ended 31 March 2011

OBJECTIVES AND ACTIVITIES

Objectives and aims

- The operation of 3 move-on resettlement hostels for men; supporting up to 11 residents each day
- The operation of 1 move-on resettlement hostel for women; supporting 4 residents each day
- The operation of 1 Substance Misuse 2nd stage resettlement hostel; supporting 4 residents each day
- The operation of 2 adjoined resettlement hostels for young people aged between 16 and 21 years of age; supporting 6 residents each day
- The operation of a home for life for older homeless men; supporting 5 residents each day

Threshold Housing Link

Report of the Trustees for the Year Ended 31 March 2011

ACHIEVEMENT AND PERFORMANCE

Charitable Activities

Our objects and funding assist 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.

During 2010, the number of households accepted by Swindon Borough Council as homeless and living in temporary accommodation within the borough was estimated at an average of 283 (average quartile acceptances were 65). Threshold actually accommodated 284 people within their own supported accommodation schemes and assisted 20 placements through the rent management project. Further to this, 407 people contacted and received advice, advocacy and/or support from Thresholds Street Outreach Team.

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

Equal access to our services is an important issue for us and to this end 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. Notwithstanding this, using the Neighbourhood Statistics website we recognise that Black and Ethnic (BME) communities are disproportionately represented in our town (only 4.8% of the total population) and therefore in our service.

The highest proportion of our service users are aged between 18-24 years of age with the second group being aged between 25-34. Our monitoring also indicates that xx% have issues around substance misuse and offending behaviour, therefore our services are reviewed regularly and where necessary altered or developed to support a change to the clients lifestyles with these needs. Often drug abuse leads to a life apart from society with associated problems of depression, crime and poverty. Consequently, our targeted service reviews and liaison with the local authority Community Safety Partnership (CSP) initiated our plan to develop projects for target client groups for 2011/12 to include Persistent Prolific Offenders and Women fleeing domestic violence. Having said this, we recognise that our work goes far beyond those we help directly and includes people who are regarded as "at risk" of becoming homeless and therefore we work to reduce homelessness in other areas such as within private rented accommodation and through our street work. Another outcome is how our interventions and work assist in the reduction in local crime and anti-social behaviour resultant from chaotic lifestyles and unacceptable behaviour often associated with homelessness and subsequent connected offending and/or substance misuse.

To avoid and reduce 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 MP's are involved with our work at all levels and have significantly helped with reducing any such concerns whilst assisting us to create better local understanding of our work and the need for us to be based within certain communities.

The main areas of our charitable activity are the provision of supported accommodation schemes; outreach work and a small rent management scheme. Community engagement activities include being a distribution centre for The Big Issue magazine; recruiting and maintaining the relationship between vendors and the local community, as well as operating a day centre "drop-in" facility within the town centre. The activities and achievements that flow from our work are described below:

Supported Accommodation:

Threshold has eleven hostels situated within a four-mile radius of the charity's registered offices, accommodating 54 people at any one time. Over 300 people accessed these provisions during 2010/11.

These 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 25 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 with more independence. These schemes include a women only hostel, four separate men only projects and an older persons' scheme. The Governments 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.

Street Outreach:

Threshold Housing Link

Report of the Trustees for the Year Ended 31 March 2011

ACHIEVEMENT AND PERFORMANCE

Charitable Activities

This small team of two people work mainly out on the streets, at breakfast clubs and soup runs however, the team also facilitate and operate a small day centre provision. The daycentre is open for two afternoon sessions a week, 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. On average, there are 27 attendees at each session. Over 6,500 contacts with 407 people were undertaken during the year 2010/11.

The team 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 reducing the numbers of people sleeping rough, 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 funded by the local authority's homeless prevention fund, charitable trust fundraising and general donations.

Rent Management Scheme - known as The KeyScheme:

This scheme operates to facilitate the move-on of people who are leaving Thresholds supported accommodation schemes prior to their planned move within the resettlement programme. This activity impacts directly 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. This activity also directly assists with reducing the numbers of people resorting to sleeping rough or sofa surfing within friends or family households following their move from our hostel accommodation. The Outreach Team provide on-going support when required. Twenty people accessed previously unavailable accommodation through this scheme during the year.

Funding that enables this work originates from charitable trust fundraising and general donations. Threshold has a separate deposit fund of £8,000 to enable the payment of rent in advance to accepted landlords and during 2010/11 this fund saw a draw down of 3% incurred because of clients generating bad debts or non-payment of housing benefit.

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 available on our website www.thl.org.uk and can be retrieved and used to aid equal and fair access. We also have a facility for complaints and comments to be submitted in this manner as well.

Our forms and internal communications can be translated "in-house" into various languages and this is very helpful for some of our BME clients.

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 compromised people can be accommodated easily. The 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 or for legal reasons.

Referrals:

The Street Outreach Team and our Culverly 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 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 voluntary not compulsory unless there is a known or significant risk factor that needs to be identified e.g. Schedule 1 Offenders, mental health crises, race hate crime or other types of violence.

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 on-line 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.

Threshold Housing Link

Report of the Trustees **for the Year Ended 31 March 2011**

ACHIEVEMENT AND PERFORMANCE

Charitable Activities

Referrals for people to be considered for acceptance into the resettlement programme and supported move-on accommodation are made via the forms available on the website; these can be completed and submitted on-line or printed off and subsequently scanned, emailed, posted or delivered to the charity's registered offices. The average turn around time for a referral is 11 working days however, in crisis situations and 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 individuals vulnerability and need 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 regarding evictions and service user interventions.

University Students, seconded to Threshold for their Community Learning Placements whilst undertaking Social Work degree qualifications, provide evaluation and feedback during their secondment and this enables improvements to the programme for future students, up-to-date knowledge transference and training for our staff groups.

FINANCIAL REVIEW

Summary

It has been challenging to plan or develop services against the backdrop of limited resources, grant cuts and constant insecurities of funding. Notwithstanding this, with the support from our partners, the good will of our Trustees and input from our employees and service users, new projects have been planned and developed throughout the year. Such plans have been aided by sound financial management internally and positive financial support from our bank, insurers and accountants. Our turnover for 2010/11 was £978,100 and we have created a net increase of funds of £20,000; it is envisaged that this level will increase during 2011/12 due to a renewed, concerted, funding procurement strategy. Success has included securing seed funding from the Community Safety Partnership to develop the Persistent Prolific Offender project and the additional accommodation resources that we will provide. Governance costs accounted for 2% of expenditure whilst administration equated to 2% followed by fundraising at 2%. Salary costs for our front line services that interface directly with our clients, carrying out our charitable objectives are our largest expenditure at 94%. We commenced the new financial year with a forecast, breakeven budget.

Reserves Policy

The board of trustees have adopted a policy that meets the charity's requirements, reduces risk and conforms to funders and the Charity Commissions 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 frequently some of the money is invested into property to provide additional accommodation schemes, which create additional income streams, property assets and enable further fundraising. These decisions support prudent activity that has enabled the development of four additional accommodation services over the past ten years.

The current level of reserves of £135,000 (1.8 months of the target level of 3 months) falls below the intended level of £225,000 and so a strategy to increase this fund through surplus operating income is necessary. Should services require funding from the reserves (as occurred in 2010/11) a review of the viability of that particular service will be undertaken and a risk mitigation strategy developed to reduce impact and stabilise the situation.

Threshold Housing Link

Report of the Trustees for the Year Ended 31 March 2011

FINANCIAL REVIEW

Principal funding sources and results for the year

As a result of funding cuts and increasing constraints on local authority expenditure the charity is seeking funding from a much broader range of agencies, in conjunction with exploring more innovative ways of creating income streams that will support the service provided and assist in developing new resources.

The primary source of Thresholds income is from the supported accommodation licence fees paid by Housing Benefit providing 42% Governments Supporting People Grant (SPG) provides 43% of the charity's overall income, with and personal contributions (accommodation service charges) from service users equating to 10%. Donations and funding from charitable trusts and foundations account for the remaining 5%. The local authority applied a reduction of 10% to the SPG for 2010/11. There are no further reductions to this grant anticipated for the next two years however new projects or re-commissioning of contracts will attract a reduction IRO 4.3%.

Lesser sources of income include

" the distribution of The Big Issue which creates an income of £1,000 each year

" the day centre coordination has an income stream of £3,800 from the SBC Homeless Prevention Fund each year; and

" the university placements create an income of £2,400, which could be doubled if an in-house Practice Educator is on Thresholds staff team. Unfortunately this expertise was lost during the redundancy process and therefore an external person had to be retained in 2010/11 to fulfil this requirement

Investment Policy

Each year most of the charity's income is spent so, aside from retaining a prudent amount of reserves each year in accordance with the charity's policy, there are few funds available for long-term investment. However, notwithstanding this, we 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 Accounts before use. The Board of Trustees do not speculate in commercial money markets.

FUTURE DEVELOPMENTS

Activities will continue in the same vein for the foreseeable future, funding permitted. The new Persistent Prolific Offenders project will require additional funding to secure its future and this will be drawn from charitable donations and specific trust funding. New ventures, which may include a larger facility for women, may be able to attract Government Supporting People Funding and/or charitable funding from various sources to enable the recruitment of additional staff and support services. We are also looking into the viability of purchasing another property that will accommodate the registered offices, Street Outreach service and resettlement team. Within this building we may be able to create a social enterprise; a community café, which will provide work experience for [ex]service users and be linked to the daycentre operation which can also be brought "in-house", thereby saving the costs of renting the current properties, offering greater access to our resources and personnel.

In an effort to express and demonstrate positive outcomes for the work we do with our clients we are adopting the "Outcomes Star" as a method of evaluating progress of service users through their journey of rehabilitation and resettlement to independent living with a less chaotic lifestyle. The Quality Assessment Framework (QAF) review team aligned to the Supporting People Grant awarded Threshold with "A" standards across all services in 2010 and the local authority's Environmental Health Inspectors awarded "5 Gold Stars" to our catering department.

In 2011/12, we will actively be encouraging more ex service users to join our team of volunteers; on the board of trustees, working in administration, assisting at fundraising events, providing evaluation and monitoring through forums and providing vital feedback on project operations and new developments. We believe this involvement to be incredibly beneficial to our development as a learning organisation as it enhances our own understanding of homeless peoples needs.

ACKNOWLEDGEMENTS

The Board of Trustees wishes to extend their thanks to the support of its membership in ratifying its strategic plans for the charity and to the whole community which has supported Threshold over the past twelve months. Threshold would like to thank all the people who participated in last December's "Sleepout" and other volunteers who have supported us all year round with their donations of household furniture, tinned food, blankets and towels. In particular the Trustees would like to thank Elizabeth Holding who served as a Trustee and Company Secretary for a number of years before retiring at the beginning of this financial year due to ill health. We wish her well for the years to come. To all the staff who have achieved another year of superb service and in difficult times, we extend a special thank you and to all our donors, funders and partners, please accept our grateful thanks for your continued support.

Threshold Housing Link

Report of the Trustees
for the Year Ended 31 March 2011

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 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.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the trustees are aware, there is no relevant information (as defined by Section 418 of the Companies Act 2006) of which the charitable company's auditors are unaware, and each trustee has taken all the steps that they ought to have taken as a trustee in order to make them aware of any audit information and to establish that the charitable company's auditors are aware of that information.

AUDITORS

The auditors, Monahans, will be proposed for re-appointment at the forthcoming Annual General Meeting.

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 :

.....
T G Davies - Trustee

Date:

**Report of the Independent Auditors to the Members of
Threshold Housing Link**

We have audited the financial statements of Threshold Housing Link for the year ended 31 March 2011 on pages thirteen to twenty five. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the Statement of Trustees' Responsibilities, 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.

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.

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 2011 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.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Report of the Trustees.

Steven Fraser (Senior Statutory Auditor)
for and on behalf of Monahans
Statutory Auditors
38-42 Newport Street
Swindon
Wiltshire
SN1 3DR

Date:

Threshold Housing Link

Statement of Financial Activities
for the Year Ended 31 March 2011

| | Notes | Unrestricted funds £ | Restricted funds £ | 2011 Total funds £ | 2010 Total funds £ |
|---|-------|----------------------------|--------------------------|-----------------------------|-----------------------------|
| INCOMING RESOURCES | | | | | |
| Incoming resources from generated funds | | | | | |
| Voluntary income | 2 | 5,068 | 4,200 | 9,268 | 15,037 |
| Activities for generating funds | 3 | 16,123 | - | 16,123 | 17,078 |
| Investment income | 4 | 670 | - | 670 | 921 |
| Incoming resources from charitable activities | 5 | | | | |
| Supported Accomodation | | 849,016 | 32,896 | 881,912 | 916,661 |
| Total incoming resources | | <u>870,877</u> | <u>37,096</u> | <u>907,973</u> | <u>949,697</u> |
| RESOURCES EXPENDED | | | | | |
| Costs of generating funds | | | | | |
| Fundraising trading: cost of goods sold and other costs | 6 | 536 | - | 536 | 139 |
| Charitable activities | 7 | | | | |
| Supported Accomodation | | 857,497 | 37,210 | 894,707 | 998,195 |
| Governance costs | 10 | 16,299 | - | 16,299 | 14,740 |
| Total resources expended | | <u>874,332</u> | <u>37,210</u> | <u>911,542</u> | <u>1,013,074</u> |
| NET INCOMING/(OUTGOING) RESOURCES | | | | | |
| | | (3,455) | (114) | (3,569) | (63,377) |
| Other recognised gains/losses | | | | | |
| Revaluation of freehold properties | | 127,612 | - | 127,612 | - |
| Net movement in funds | | <u>124,157</u> | <u>(114)</u> | <u>124,043</u> | <u>(63,377)</u> |
| RECONCILIATION OF FUNDS | | | | | |
| Total funds brought forward | | <u>496,692</u> | <u>875</u> | <u>497,567</u> | <u>560,944</u> |
| TOTAL FUNDS CARRIED FORWARD | | <u><u>620,849</u></u> | <u><u>761</u></u> | <u><u>621,610</u></u> | <u><u>497,567</u></u> |

The notes form part of these financial statements

Threshold Housing Link

Balance Sheet
At 31 March 2011

| | Notes | 2011 £ | 2010 £ |
|--|-------|-------------|-------------|
| FIXED ASSETS | | | |
| Tangible assets | 14 | 607,418 | 510,492 |
| CURRENT ASSETS | | | |
| Debtors: amounts falling due within one year | 15 | 49,433 | 65,227 |
| Cash at bank and in hand | | 163,272 | 236,650 |
| | | <hr/> | <hr/> |
| | | 212,705 | 301,877 |
| CREDITORS | | | |
| Amounts falling due within one year | 16 | (100,825) | (193,332) |
| | | <hr/> | <hr/> |
| NET CURRENT ASSETS | | 111,880 | 108,545 |
| | | <hr/> | <hr/> |
| TOTAL ASSETS LESS CURRENT LIABILITIES | | 719,298 | 619,037 |
| CREDITORS | | | |
| Amounts falling due after more than one year | 17 | (97,688) | (121,470) |
| | | <hr/> | <hr/> |
| NET ASSETS | | 621,610 | 497,567 |
| | | <hr/> <hr/> | <hr/> <hr/> |
| FUNDS | 22 | | |
| Unrestricted funds | | 620,849 | 496,692 |
| Restricted funds | | 761 | 875 |
| | | <hr/> | <hr/> |
| TOTAL FUNDS | | 621,610 | 497,567 |
| | | <hr/> <hr/> | <hr/> <hr/> |

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:

.....
T G Davies -Trustee

The notes form part of these financial statements

Threshold Housing Link

Notes to the Financial Statements for the Year Ended 31 March 2011

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 debt provisions 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.

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 2011

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.

Threshold Housing Link

Notes to the Financial Statements - continued
for the Year Ended 31 March 2011

2. VOLUNTARY INCOME

| | 2011 | 2010 |
|---------------------|--------------|---------------|
| | £ | £ |
| Donations and gifts | 8,972 | 9,144 |
| Legacies | - | 2,644 |
| Help for Homeless | - | 3,000 |
| Membership fees | 296 | 249 |
| | <u>9,268</u> | <u>15,037</u> |

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

| | 2011 | 2010 |
|--------------|----------|--------------|
| | £ | £ |
| Other grants | <u>-</u> | <u>3,000</u> |

3. ACTIVITIES FOR GENERATING FUNDS

| | 2011 | 2010 |
|---------------------------|---------------|---------------|
| | £ | £ |
| Sleepout | 6,877 | 8,368 |
| Student placement charges | 7,853 | 7,980 |
| Miscellaneous income | 1,393 | 730 |
| | <u>16,123</u> | <u>17,078</u> |

4. INVESTMENT INCOME

| | 2011 | 2010 |
|--------------------------|------------|------------|
| | £ | £ |
| Deposit account interest | <u>670</u> | <u>921</u> |

5. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

| | 2011 | 2010 |
|---------------------|----------------------------|------------------|
| | Supported Accommodation | Total activities |
| | £ | £ |
| Fees from residents | 414,191 | 399,155 |
| Grants | 467,721 | 517,506 |
| | <u>881,912</u> | <u>916,661</u> |

Threshold Housing Link

Notes to the Financial Statements - continued
for the Year Ended 31 March 2011

5. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES - continued

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

| | 2011 | 2010 |
|-----------------------------|----------------|----------------|
| | £ | £ |
| SBC Supporting People Grant | 434,824 | 438,478 |
| SBC Outreach workers | 17,798 | 16,950 |
| SBC - Day Centre | 7,599 | 7,078 |
| Henry Smith | - | 30,000 |
| Community Foundation | 2,500 | 5,000 |
| Beatrice Laing | 5,000 | 5,000 |
| Key Scheme | - | 15,000 |
| | <u>467,721</u> | <u>517,506</u> |

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

| | 2011 | 2010 |
|--------------------|------------|------------|
| | £ | £ |
| Fundraising events | <u>536</u> | <u>139</u> |

7. CHARITABLE ACTIVITIES COSTS

| | Direct costs (See note 8) | Support costs (See note 9) | Totals |
|------------------------|------------------------------|-------------------------------|----------------|
| | £ | £ | £ |
| Supported Accomodation | <u>796,794</u> | <u>97,913</u> | <u>894,707</u> |

8. DIRECT COSTS OF CHARITABLE ACTIVITIES

| | 2011 | 2010 |
|--|----------------|----------------|
| | £ | £ |
| Staff costs | 574,465 | 564,671 |
| Housing association charges | 44,020 | 53,490 |
| Rates, council tax and water | 16,788 | 16,806 |
| Light and heat | 32,119 | 20,811 |
| Repairs and maintenance | 12,370 | 15,462 |
| Bad debts | (13,213) | 15,711 |
| Insurance | 13,648 | 15,143 |
| Other premises costs | 16,299 | 16,391 |
| Staff recruitment, training and travel | 16,324 | 18,064 |
| Food and catering | 48,297 | 46,044 |
| Depreciation | 31,932 | 34,251 |
| Interest payable and similar charges | 3,745 | 4,346 |
| | <u>796,794</u> | <u>821,190</u> |

9. SUPPORT COSTS

| | Staff costs | Office premises costs | Office and administration costs | Totals |
|------------------------|---------------|-----------------------|---------------------------------|---------------|
| | £ | £ | £ | £ |
| Supported Accomodation | <u>58,252</u> | <u>16,168</u> | <u>23,493</u> | <u>97,913</u> |

Threshold Housing Link

Notes to the Financial Statements - continued
for the Year Ended 31 March 2011

10. GOVERNANCE COSTS

| | 2011 | 2010 |
|-----------------------------|---------------|---------------|
| | £ | £ |
| Legal and professional fees | 6,948 | 3,460 |
| Auditors' remuneration | 6,875 | 9,841 |
| Trustee indemnity insurance | 2,476 | 1,439 |
| | <u>16,299</u> | <u>14,740</u> |

11. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging/(crediting):

| | 2011 | 2010 |
|-----------------------------|---------------|---------------|
| | £ | £ |
| Auditors' remuneration | 6,875 | 9,841 |
| Depreciation - owned assets | 31,932 | 34,251 |
| Hire of plant and machinery | 1,503 | 1,473 |
| | <u>39,310</u> | <u>45,565</u> |

12. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2011 nor for the year ended 31 March 2010 .

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 £2,388 (2010 - £1,439).

Threshold Housing Link

Notes to the Financial Statements - continued
for the Year Ended 31 March 2011

13. STAFF COSTS

| | 2011 | 2010 |
|-----------------------|----------------|----------------|
| | £ | £ |
| Wages and salaries | 577,852 | 635,605 |
| Social security costs | 52,053 | 57,140 |
| Other pension costs | 2,812 | 3,916 |
| | <u>632,717</u> | <u>696,661</u> |

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

| | 2011 | 2010 |
|-------------------------|-----------|-----------|
| Supported accommodation | 29 | 30 |
| Administration | 1 | 1 |
| | <u>30</u> | <u>31</u> |

The average number of employees was split as follows;

| | 2011 | 2010 |
|-----------|-----------|-----------|
| Full time | 26 | 26 |
| Part time | 4 | 5 |
| | <u>30</u> | <u>31</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 2011

14. TANGIBLE FIXED ASSETS

| | Freehold property £ | Office equipment £ | Hostel equipment £ |
|--------------------------|---------------------------|----------------------------|--------------------------|
| COST OR VALUATION | | | |
| At 1 April 2010 | 613,480 | 20,201 | 177,014 |
| Additions | - | - | - |
| Revaluations | (24,480) | - | - |
| At 31 March 2011 | <u>589,000</u> | <u>20,201</u> | <u>177,014</u> |
| DEPRECIATION | | | |
| At 1 April 2010 | 140,769 | 15,002 | 168,885 |
| Charge for year | 11,322 | 780 | 6,317 |
| Revaluation adjustments | (152,091) | - | - |
| At 31 March 2011 | <u>-</u> | <u>15,782</u> | <u>175,202</u> |
| NET BOOK VALUE | | | |
| At 31 March 2011 | <u>589,000</u> | <u>4,419</u> | <u>1,812</u> |
| At 31 March 2010 | <u>472,711</u> | <u>5,199</u> | <u>8,129</u> |
| | Motor vehicles £ | Computer equipment £ | Totals £ |
| COST OR VALUATION | | | |
| At 1 April 2010 | 5,499 | 94,486 | 910,680 |
| Additions | - | 1,246 | 1,246 |
| Revaluations | - | - | (24,480) |
| At 31 March 2011 | <u>5,499</u> | <u>95,732</u> | <u>887,446</u> |
| DEPRECIATION | | | |
| At 1 April 2010 | 1,833 | 73,698 | 400,187 |
| Charge for year | 1,833 | 11,680 | 31,932 |
| Revaluation adjustments | - | - | (152,091) |
| At 31 March 2011 | <u>3,666</u> | <u>85,378</u> | <u>280,028</u> |
| NET BOOK VALUE | | | |
| At 31 March 2011 | <u>1,833</u> | <u>10,354</u> | <u>607,418</u> |
| At 31 March 2010 | <u>3,666</u> | <u>20,788</u> | <u>510,493</u> |

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 2011 is represented by;

| | Freehold Property £ | Office Equipment £ | Hostel Equipment £ | Computer Equipment £ | Totals £ |
|-------------------|---------------------------|--------------------------|--------------------------|----------------------------|-------------|
| Valuation in 2011 | 589,000 | - | - | - | 92,316 |
| Cost | | 20,201 | 177,014 | 95,732 | 814,110 |

Threshold Housing Link

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2011**

14. TANGIBLE FIXED ASSETS - continued

| | | | | |
|---------|--------|---------|--------|---------|
| 589,000 | 20,201 | 177,014 | 95,732 | 906,426 |
|---------|--------|---------|--------|---------|

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

| | 2011 £ | 2010 £ |
|------------------------|-----------|-----------|
| Cost | 521,164 | 521,164 |
| Aggregate depreciation | 163,211 | 155,906 |

Freehold property was revalued on an open market basis. The valuation was carried out in April 2011, by two independent valuers The co-operative financial services and Castles estate agents. The value is based on the lower of the two realisable values given.

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 2011 £ | 2010 £ |
|--------------------------------|-----------|-----------|
| Trade debtors | 34,750 | 48,233 |
| Prepayments and accrued income | 14,683 | 16,994 |
| | 49,433 | 65,227 |

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 2011 £ | 2010 £ |
|------------------------------|-----------|-----------|
| Bank loans and overdrafts | 24,439 | 24,810 |
| Trade creditors | 48,078 | 106,727 |
| Accruals and deferred income | 28,308 | 61,795 |
| | 100,825 | 193,332 |

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

| | 2011 £ | 2010 £ |
|------------------------------------|-----------|-----------|
| Bank loans - 1-2 years | 25,595 | 25,499 |
| Bank loans - 2-5 years | 72,093 | 53,149 |
| Bank loans more 5 yr by instalment | - | 42,822 |
| | 97,688 | 121,470 |

Amounts falling due in more than five years:

| | | |
|------------------------------------|---|--------|
| Repayable by instalments: | | |
| Bank loans more 5 yr by instalment | - | 42,822 |

Threshold Housing Link

Notes to the Financial Statements - continued for the Year Ended 31 March 2011

18. OPERATING LEASE COMMITMENTS

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

| | 2011 £ | 2010 £ |
|----------------------------|----------------|---------------|
| Expiring: | | |
| Within one year | 66,978 | 66,978 |
| Between one and five years | 50,024 | 29,337 |
| | <u>117,002</u> | <u>96,315</u> |

19. SECURED DEBTS

The following secured debts are included within creditors:

| | 2011 £ | 2010 £ |
|------------|----------------|----------------|
| Bank loans | <u>122,127</u> | <u>146,279</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 £2,812 (2010 - £3,916). There were £nil (2010 - £nil) payments outstanding at the year end.

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

| | Unrestricted funds £ | Restricted funds £ | 2011 Total funds £ | 2010 Total funds £ |
|-----------------------|----------------------------|--------------------------|-----------------------------|-----------------------------|
| Fixed assets | 607,418 | - | 607,418 | 510,492 |
| Current assets | 211,944 | 761 | 212,705 | 301,877 |
| Current liabilities | (100,825) | - | (100,825) | (193,332) |
| Long term liabilities | (97,688) | - | (97,688) | (121,470) |
| | <u>620,849</u> | <u>761</u> | <u>621,610</u> | <u>497,567</u> |

Threshold Housing Link

Notes to the Financial Statements - continued
for the Year Ended 31 March 2011

22. MOVEMENT IN FUNDS

| | At 1.4.10 £ | Net movement in funds £ | Transfers between funds £ | At 31.3.11 £ |
|------------------------------|-----------------------|-------------------------------|---------------------------------|-----------------------|
| Unrestricted funds | | | | |
| General fund | 329,378 | (3,455) | (10,865) | 315,058 |
| Revaluation reserve | 107,452 | 127,612 | (2,686) | 232,378 |
| Designated major repair fund | 59,862 | - | 13,551 | 73,413 |
| | <u>496,692</u> | <u>124,157</u> | <u>-</u> | <u>620,849</u> |
| Restricted funds | | | | |
| Outreach | 875 | (114) | - | 761 |
| TOTAL FUNDS | <u><u>497,567</u></u> | <u><u>124,043</u></u> | <u><u>-</u></u> | <u><u>621,610</u></u> |

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

| | Incoming resources £ | Resources expended £ | Gains and losses £ | Movement in funds £ |
|---------------------------|----------------------------|----------------------------|--------------------------|---------------------------|
| Unrestricted funds | | | | |
| General fund | 870,877 | (874,332) | - | (3,455) |
| Revaluation reserve | - | - | 127,612 | 127,612 |
| | <u>870,877</u> | <u>(874,332)</u> | <u>127,612</u> | <u>124,157</u> |
| Restricted funds | | | | |
| Outreach | 37,096 | (37,210) | - | (114) |
| TOTAL FUNDS | <u><u>907,973</u></u> | <u><u>(911,542)</u></u> | <u><u>127,612</u></u> | <u><u>124,043</u></u> |

Threshold Housing Link

Notes to the Financial Statements - continued
for the Year Ended 31 March 2011

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.

TRANSFERS BETWEEN FUNDS

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

| Transfer From | Transfer To | 2011 £ | 2010 £ |
|---------------------|---------------------------------|-----------|-----------|
| General reserve | Designated major repair reserve | 13,551 | 13,071 |
| Revaluation reserve | General reserve | 2,686 | 2,687 |

General reserve to designated major repair reserve

A transfer of 3% of gross rents from owned properties and managed properties is made from general funds to the repair fund each year. 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.

Threshold Housing Link

Detailed Statement of Financial Activities
for the Year Ended 31 March 2011

| | 2011 | 2010 |
|--|----------|---------|
| | £ | £ |
| INCOMING RESOURCES | | |
| Voluntary income | | |
| Donations and gifts | 8,972 | 9,144 |
| Legacies | - | 2,644 |
| Help for Homeless | - | 3,000 |
| Membership fees | 296 | 249 |
| | <hr/> | <hr/> |
| | 9,268 | 15,037 |
| Activities for generating funds | | |
| Sleepout | 6,877 | 8,368 |
| Student placement charges | 7,853 | 7,980 |
| Miscellaneous income | 1,393 | 730 |
| | <hr/> | <hr/> |
| | 16,123 | 17,078 |
| Investment income | | |
| Deposit account interest | 670 | 921 |
| Incoming resources from charitable activities | | |
| Fees from residents | 414,191 | 399,155 |
| Grants | 467,721 | 517,506 |
| | <hr/> | <hr/> |
| | 881,912 | 916,661 |
| | <hr/> | <hr/> |
| Total incoming resources | 907,973 | 949,697 |
| RESOURCES EXPENDED | | |
| Fundraising trading: cost of goods sold and other costs | | |
| Fundraising events | 536 | 139 |
| Charitable activities | | |
| Wages | 523,983 | 514,866 |
| Social security | 48,552 | 48,093 |
| Pensions | 1,930 | 1,712 |
| Housing association charges | 44,020 | 53,490 |
| Rates, council tax and water | 16,788 | 16,806 |
| Light and heat | 32,119 | 20,811 |
| Repairs and maintenance | 12,370 | 15,462 |
| Bad debts | (13,213) | 15,711 |
| Insurance | 13,648 | 15,143 |
| Other premises costs | 16,299 | 16,391 |
| Staff recruitment, training and travel | 16,324 | 18,064 |
| Food and catering | 48,297 | 46,044 |
| Freehold property | 11,322 | 11,322 |
| Plant and machinery | 6,317 | 3,437 |
| Fixtures and fittings | 780 | 5,028 |
| Motor vehicles | 1,833 | 1,833 |
| Carried forward | 781,369 | 804,213 |

This page does not form part of the statutory financial statements

Threshold Housing Link

Detailed Statement of Financial Activities
for the Year Ended 31 March 2011

| | 2011 | 2010 |
|--|----------------------------|-----------------------------|
| | £ | £ |
| Charitable activities | | |
| Brought forward | 781,369 | 804,213 |
| Computer equipment | 11,680 | 12,631 |
| Mortgage | 3,745 | 4,346 |
| | <hr/> | <hr/> |
| | 796,794 | 821,190 |
| | | |
| Governance costs | | |
| Legal and professional fees | 6,948 | 3,460 |
| Auditors' remuneration | 6,875 | 9,841 |
| Trustee indemnity insurance | 2,476 | 1,439 |
| | <hr/> | <hr/> |
| | 16,299 | 14,740 |
| | | |
| Support costs | | |
| Staff costs | | |
| Wages | 53,869 | 120,739 |
| Social security | 3,501 | 9,047 |
| Pensions | 882 | 2,204 |
| | <hr/> | <hr/> |
| | 58,252 | 131,990 |
| | | |
| Office premises costs | | |
| Rent and rates | 12,568 | 12,568 |
| Repairs and maintenance | 3,600 | 5,134 |
| | <hr/> | <hr/> |
| | 16,168 | 17,702 |
| | | |
| Office and administration costs | | |
| Hire of plant and machinery | 1,503 | 1,473 |
| Insurance | 308 | 1,783 |
| Telephone, fax and internet | 2,186 | 2,561 |
| Printing, postage and stationery | 9,155 | 8,091 |
| Computer and website costs | 8,613 | 11,952 |
| Subscriptions | 696 | 468 |
| Bank charges | 513 | 776 |
| Sundry expenses | 519 | 209 |
| | <hr/> | <hr/> |
| | 23,493 | 27,313 |
| | | |
| Total resources expended | 911,542 | 1,013,074 |
| | | |
| Net expenditure | <hr/> <hr/> (3,569) | <hr/> <hr/> (63,377) |