THE CONNECTION AT ST MARTIN-IN-THE-FIELDS

England & Wales · Charity number 1078201

Details

Other names	ST MARTIN-IN-THE-FIELDS SOCIAL CARE UNIT, ST MARTINS IN THE FIELD SOCIAL CARE UNIT, THE CONNECTION AT ST MARTIN'S
Status	Registered
Legal form	Charitable company
Company number	03852519
Registered	1999-11-12
Register	View on the Charity Commission register

Contact

Address	The Connection At St. Martins 12 Adelaide Street London WC2N 4HW
Phone	02077665544
Email	governance@cstm.org.uk
Website	www.connection-at-stmartins.org.uk

Activities

Objects: FOR THE RELIEF OF POOR PERSONS AND FOR FURTHERING ANY SIMILAR CHARITABLE PURPOSES OR SUPPORTING ANY CHARITABLE INSTITUTION ESTABLISHED FOR SIMILAR PURPOSES

Activities: The Connection at St Martin's works with people who are rough sleeping to move away from, and stay off, the streets of London. We're alongside people as they recover from life on the streets and move towards a meaningful, fulfilling future away from homelessness and into shelter.

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Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty, Accommodation/housing, Arts/culture/heritage/science, Economic/community Development/employment
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Defined Groups

Geography

- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£6,379,922	£5,791,306	£3,344,046	82
2024-03-31	£5,192,639	£5,565,575	£2,769,196	76
2023-03-31	£4,852,273	£5,337,208	£3,142,132	78
2022-03-31	£5,375,853	£5,631,458	£3,643,944	86
2021-03-31	£6,940,825	£5,280,101	£3,856,705	76

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Trustees

Name	Role	Appointed
Peter John Curtis Warren	Chair	2018-07-17
Anna Charlotte Payton		2023-07-11
Catherine Cherry		2020-12-14
Hazel Claridge		2025-11-30
Jakes David Ferguson		2023-07-11
Jill Kyne		2018-12-04
Keith Andrew Starling		2018-07-17
Kunal Krishna		2021-12-13
Luc Leclercq		2021-12-13
Maeve Walsh		2020-12-14
Melvene Adams		2023-04-18
Olivia Blaney		2023-07-11
Rev SAMUEL MARTIN WELLS		2013-01-14
Simon David Myles Rawson		2018-07-17

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THE CONNECTION AT ST MARTIN-IN-THE-FIELDS

England & Wales - Charity number 1078201

Accounts



THE CONNECTION
at st martin-in-the-fields

Annual report and financial accounts

2024/25

The Connection at St Martin-in-the-Fields Trustees Report and Financial Statements for the year ended March 2025

Registered charity number: 1078201
Company number: 03852519

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The trustees present their report and the audited financial statements for the year ended 31 March 2025. Reference and administrative information set out on page 40 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102. This trustees' annual report includes a directors' report as required by company law.

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Cover: Volunteers are an important part of our work

Photo: Marc Gascoigne



Who we are

We are The Connection at St Martin-in-the-Fields.

We support people sleeping rough in the heart of London, helping them to recover and find their way off the streets.

We get to know every person we work with, going the extra mile to understand their needs and hopes for the future and being creative about finding help and solutions.

The Connection at St Martin's is led by our trustees, a dedicated team of volunteers who oversee the work that we do. Every year our trustees review the aims, objectives and activities of our charity.

This annual report looks at what we have achieved in 2024/25. It shows how your support enabled people to move away from living on the streets and towards a place to call home.

Thank you to everyone who has been involved with our work this year. We hope you enjoy reading this report.

1,353

people were welcomed into our centre to use our essential services in 2024-25

Our Street Engagement Team go out and meet people on the streets

Photo: Marc Gascoigne

Foreword from our CEO

Every year as I reflect on the work we do at The Connection, I'm struck by the extraordinary courage and resilience of the people we meet. Behind every number in this report is a story - someone who has faced unimaginable challenges, but still found the strength to take the brave next step towards safety, stability, and hope.

In 2024/25, more people than ever needed our support — a sobering reminder of the housing crisis and the pressures of life in our city.

Pam Orchard, CEO

In 2024/25, more people than ever needed our support. Rough sleeping in Westminster rose again — a sobering reminder of the housing crisis and the pressures of life in our city. Yet thanks to the unwavering commitment of our staff, volunteers, and supporters, we stood ready to respond. Together, we helped over **1,400 people** begin their journey away from the streets.

We did this not just by offering food, showers, or clean clothes, but by offering something deeper: connection. A conversation. A listening ear. A relationship built on trust and respect. Because real change starts with feeling human. This work is minimising the harm associated with rough sleeping and is saving lives.

This year, I have been really excited by the progress we have made in our accommodation work. We all know there is a huge accommodation shortage in central London. It's even more challenging to find accommodation suitable for people who have additional support needs.



Pam Orchard, our Chief Executive

Photo: Marc Gascoigne

We are rising to this challenge through our strategy, which aims to increase and improve the accommodation offers for people living on the streets. We've set an ambitious target to get 300 people into their own long-term tenancy by 2028.

To achieve this we have been working with housing associations, private rental sector landlords and other registered social landlords to access accommodation units that we can move people into. We are also recruiting to a specialist accommodation team who will work alongside people to provide the support they need to make a home and live independently. Our first dedicated Solo Homes worker started in February, and our first client moved into their new home in March! This is the first of many move-ins and I can't wait to see this important work progress. You can find out more about this on page 26.



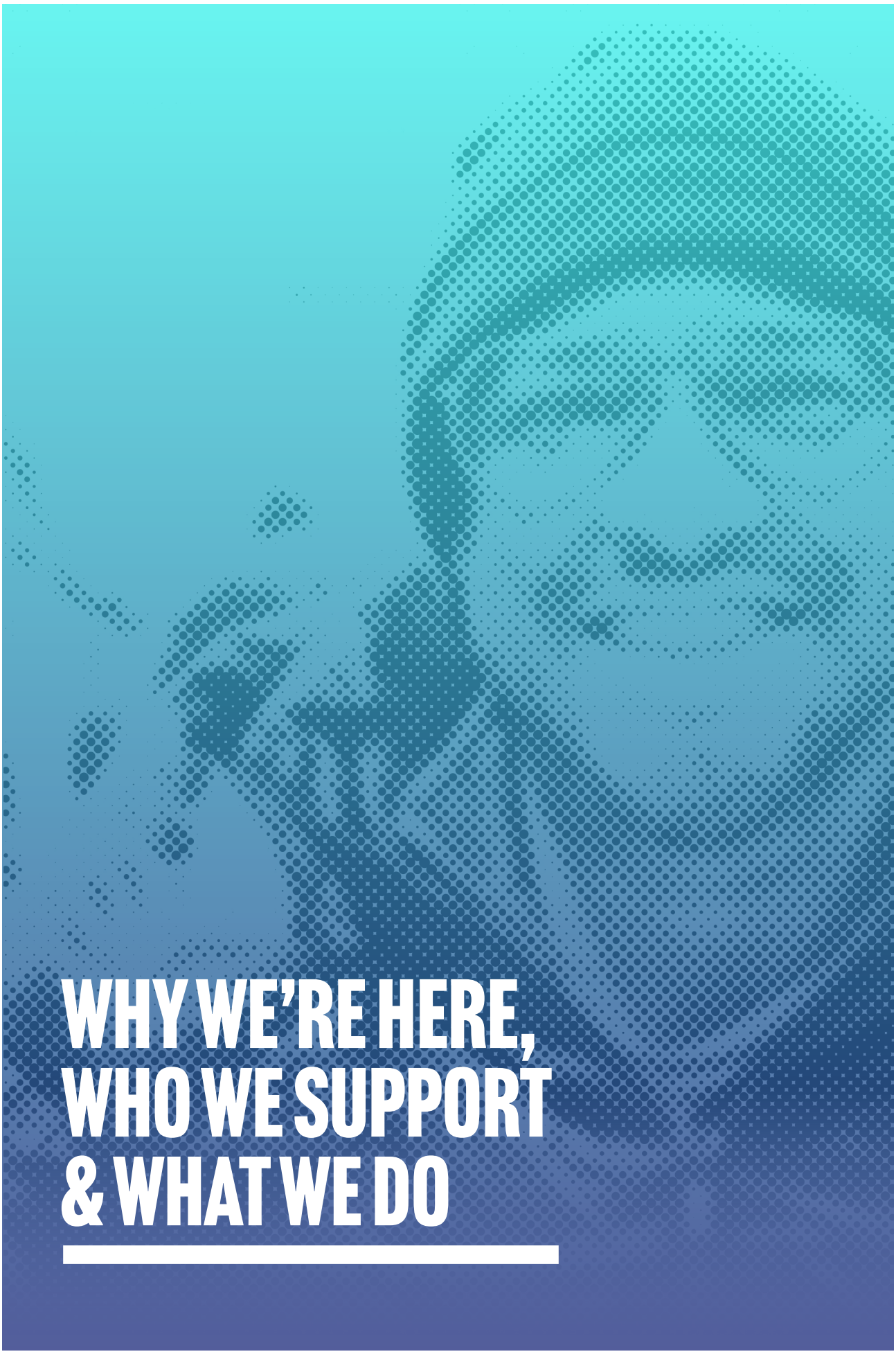
I want to say a heartfelt thank you to our incredible staff and volunteers for their commitment and determination, and of course to you, our supporters

Pam Orchard, CEO

I want to say a heartfelt thank you to our incredible staff and volunteers for their commitment and determination, and of course to you, our supporters. Your constant generosity makes our work possible.

As we look ahead, our mission remains as urgent and as hopeful as ever: to make London a city where no one needs to sleep rough. We know it can be done. And together, we won't stop until it is.

Pam Orchard,
Chief Executive



WHY WE'RE HERE, WHO WE SUPPORT & WHAT WE DO

Photo: Marc Gascoigne



Why we're here

The impact of life on the streets is devastating. It puts people at risk of crime and violence, causes or exacerbates physical and mental health problems and seriously damages wellbeing.

At The Connection, we work at the heart of this crisis: just off the Strand in Westminster, the most concentrated area of rough sleeping in the UK.

2,612 people slept rough for at least one night in Westminster in 2024/25 – a 24% increase on last year. Over 700 people were considered to be living on the streets.[1]

Rough sleeping is not inevitable – the *Everyone In* programme, which helped thousands of people into safe accommodation during the recent covid pandemic, has shown that it is possible to end homelessness in this country.

London can be a city where no one needs to sleep rough on our streets. We won't stop until it is.

That is why we're here.

2,612

people slept rough for at least one night in Westminster in 2024/25

Support awaits behind our red door

Photo: Marc Gascoigne

1. Rough sleeping in London (CHAIN reports) - London Datastore

Who we support

In 2024/25, we helped **1,417** people on their journey away from homelessness.

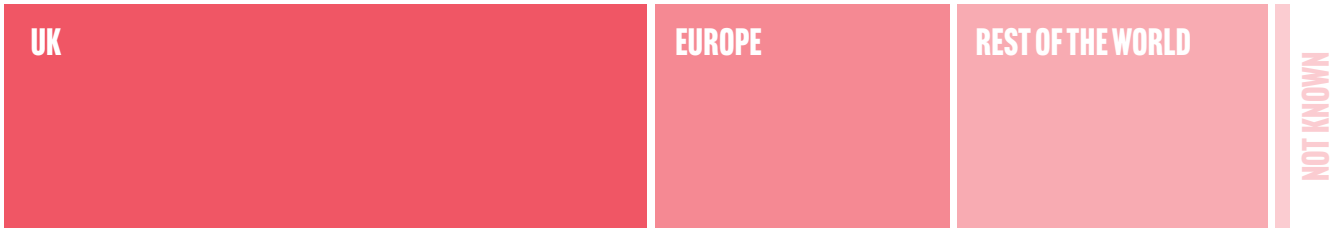
The people we support are:

80% male | **20%** female | **< 1%** non-binary



The people we support come from:

50% UK | **23%** Europe | **26%** Rest of the world **1%** Not known



Our clients' ages are:

4% 18-25 | **93%** 26-65 | **3%** 65+ | **< 1%** Not known



What we do

AT THE CONNECTION WE:

Get to know people, help them identify what support they would like and agree how we can best work together to meet their goals



Offer practical services like showers and laundry facilities, hot meals, medical appointments and access to telephones and computers



Offer supported accommodation to help people make their house a home and start to live independently



Provide support, advice and case management to help people access accommodation



Support people to access the full range of support services delivered on and off site – like care from nurses or psychologists and treatment for substance misuse



Provide onward referrals or supported reconnection to anyone whose needs can be better met elsewhere



Provide support where clients have issues with their migration status and make onward referrals when needed



Offer activities and groups that help people build the skills, confidence and resilience to recover from homelessness



The importance of relationships

Finding a home is a physical and mental journey. So that's how we approach homelessness – by providing the physical means to make a change, and the motivation and support to maintain it.

It often starts with a chat, a cup of tea and perhaps a hot meal or shower; the chance to use a washing machine, a computer, or to charge a phone - simple things that aren't easy when you're living on the streets.

Then it's about listening to people, building up trust and understanding, so we can work out together what they need next. Working alongside them on their journey, we help them build the skills to keep going with their goals.

> **We help people to rediscover their unique skills, passions, hopes and dreams – the things that make us all feel human**

We also help people to rediscover their unique skills, passions, hopes and dreams – the things that make us all feel human, and help us find our path through life – so that ultimately people can find their own way off the streets, towards a place to call home.



Denise talks to a client

Photo: Marc Gascoigne

The Connection Model – working ‘with, not for’

We support everyone we work with based on our Theory of Change – this is based on three principles:

1	**Building relationships of trust and connection with people who have lost faith in services, working with people experiencing homelessness to create the change they want;**
2	**Recruiting, supporting and developing staff and volunteers who have the attitude, skills and expertise to build relationships of trust and connection with people experiencing homelessness;**
3	**Using evidence from people experiencing homelessness, research and our own data to work together to influence the systems which are designed to help people to move away from the streets successfully.**

You can see our Theory of Change in action and hear Mary and Rick’s stories by watching our animation here.

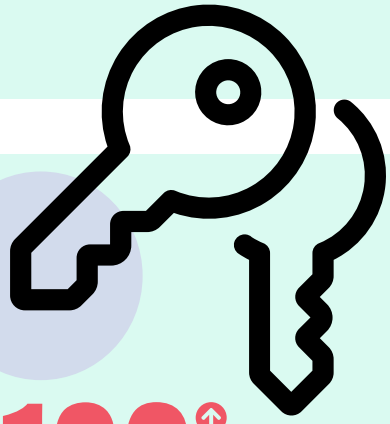


Our Street Engagement Team are often the first point of contact with clients

Photo: Marc Gascoigne

WHAT WE HAVE ACHIEVED

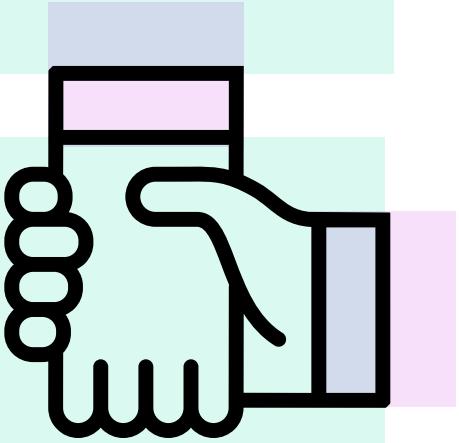
THIS YEAR WE HAVE:



162 ↑

23/24
122

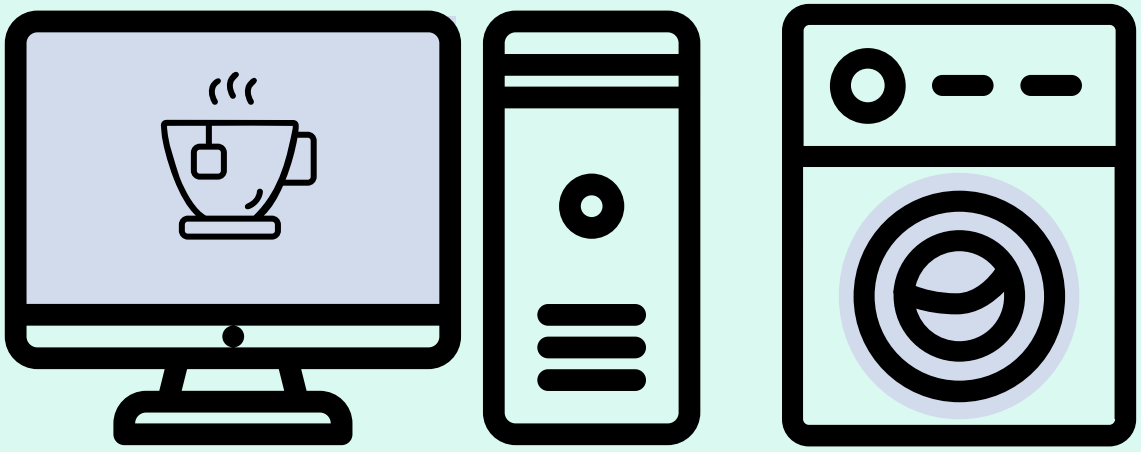
people moved into new accommodation with our support.



1034 ↑

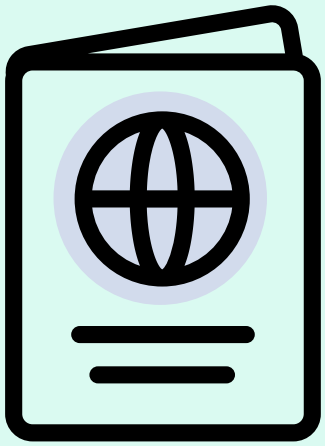
contacts with 296 people on the streets during outreach shifts.

23/24
982
with 276 people



1353 ↑ people welcomed into our centre to use our essential services.

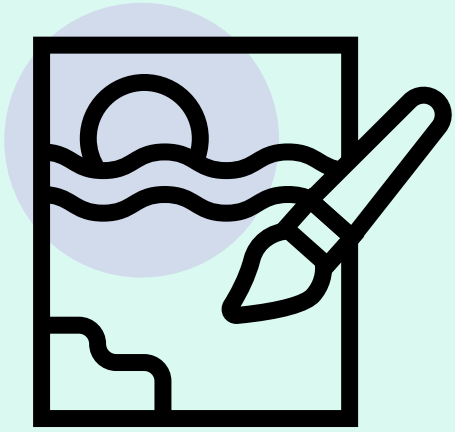
23/24
1286



124 ↑

23/24
108

people helped with their migration status.



230 ↑

people enabled to take part in group activities as part of our Recovery Programme.

23/24
154



22

23/24
30

people supported into work opportunities.



STRATEGIC AIMS FOR 2023 - 28

Photo: Marc Gascoigne

Strategic aims for 2023 – 28

The Connection set itself 6 strategic aims for 2023 – 28. This Annual Report reflects on progress against these aims during the year.

1

Deliver ground breaking and high-quality trauma-informed services that support people sleeping rough to move away from the streets for good;

2

Increase accommodation options for people who are living on the streets or returning when previous services have not met their needs;

3

Build partnerships and influence systems and policies to move people away from the streets for good more quickly and effectively;

4

Increase fundraised income from £2.7m a year to £3.6m a year to support existing essential activity and organisational growth;

5

Promote an organisational culture that puts trusting relationships at the centre of everything we do;

6

Ensure there is an excellent supporting infrastructure and financial approach to enable the charity to flourish.

1 **Deliver ground breaking and high-quality trauma-informed services that support people sleeping rough to move away from the streets for good.**

Building relationships

Our Street Engagement Team (SET) is a daytime outreach team in Westminster. It works very closely with local night-time outreach teams.

Having both daytime and night-time outreach is vital, because it allows us to engage with people who might not otherwise have support. People who bed down in hidden areas overnight can be missed by traditional night-time outreach.

The SET plays a vital role in connecting with people who are sleeping rough. Team members go out twice a day – saying hello to those who are new as well as checking in on people they already know. They provide essential items during these visits, such as food, hot drinks and warm clothing in winter, or water and sun cream in summer. This is very often the first interaction we will have with people and it builds a great foundation of trust and respect between the team and the people they meet. When people feel ready, the team will encourage people to come into the centre to access other services. There, staff can provide intensive, one-to-one support.

THIS YEAR, THE TEAM MADE

1034

street contacts with **296** people on the streets during outreach shifts.

THIS INCLUDED SUPPORTING

58

people supported to attend our Outreach Prescribing Clinic for flexible support with drug and alcohol treatment, as well as other health interventions.

The team runs regular shifts with the Homeless Health Service, which can offer prescriptions, make referrals to specialist services, and deliver on-the-street care. They also run shifts with the NHS Joint Homelessness Team, which can assess mental health needs and offer support or referrals as necessary.

The SET runs the innovative Outreach Prescribing Clinic on Wednesday afternoons. This is a flexible drop-in service that offers rapid opiate substitution prescriptions. Having this flexible approach removes two major barriers – timekeeping and remembering appointments – and means the team can work with people in an environment in which they feel comfortable. This is often a first step to supporting people to access other services too.

We also partner with the Dr Hickey Surgery and Turning Point to get people into drug and alcohol treatment from the street, as and when needed. Together, they also offer an on-the-street prescribing service for those who are at high risk of harm but haven't made it into the Wednesday clinic.

MICHAEL'S STORY

A few years ago Michael had it all - a happy family, a nice home and a good life in Australia. Then tragically, his wife and infant daughter died in a car accident.

Michael was heartbroken. He says, "*I went a bit doolally. I'd never drunk before but then I started drinking every day, I wanted the oblivion of it."*

He returned to the UK, and eventually ended up on the streets here, which is when he came to us. But his difficulties didn't stop there.

A year ago, Michael was diagnosed with stage 4 cancer. Although he now has a place to live and is receiving all the treatment he needs, his disease is terminal.

"My days are numbered but I find it to be a blessing, not a sad thing. It's a beautiful thing. When this happens, I believe I'll be with my wife and daughter."

Michael says, "*The moral of this story is you can have your houses and your cars but you can become homeless in a whim. Something can happen and just rock your world and then you'll end up on the streets.*

Look at me - how many people want to live in Australia? Ten years I was there in paradise with the love of my life and my little baby girl: and now look at me."

Despite the overwhelming grief he's experienced in his life, Michael has found incredible strength within himself. He's stopped drinking and, through our services, reconnected with his creativity. He joined an art session and a creative writing group, finding joy in the simple pleasures of laughter and living in the present.

Michael says, "*I just want to have a laugh. I live day-to-day because of the cancer, right? I might not wake up tomorrow. So I don't worry about tomorrow."*

Welcoming people into The Connection

At The Connection, we know how important it is to feel welcome and safe. The wide range of practical services at our Adelaide Street centre supports immediate health and wellbeing needs. It also acts as a platform to strengthen relationships, deepen engagement and support longer-term recovery.

When people first come through our doors, they are greeted by our **Centre Services Team** who keep the centre running smoothly; providing reception services, laundry, showers and food. The team also coordinates in-reach services like nurses, dentistry and podiatry.

The members of the team get to know people informally - when they hand over towels and toiletries, set someone up in front of a computer or perhaps accompany someone to the nurse. Over time, these small actions of practical support and kindness help to foster trust. This means people are much more likely to approach staff when they need or want additional support.

1,353

people came into our centre this year to use our essential services

2,766

laundry sessions

7,213

showers

14,913

meals were provided

Also based in the centre is our **Connection Community Team**. This team focuses on building relationships with people in the centre to create a harmonious and supportive environment. This keeps everyone safe and increases happiness, wellbeing and motivation.

The Community Team also runs our groups and activities programme, which encourages people to develop essential skills and express themselves through art, music, gardening and discussion. Having access to these creative outlets can have a really positive effect on their recovery.

Where situations are more complex, people are referred to our **Enhanced Support Service**. This specialist team provides intensive, one-to-one casework. This often means coordinating input from different partners like health services, local authorities, or probation services. People are often more willing to navigate complicated and overwhelming situations if they have the encouragement and support of someone alongside them.

JONNY'S STORY

Jonny has been homeless on and off for several years and, for him, The Connection is a safe haven.

"A lot of people who come here, obviously, are feeling vulnerable. This is a place to rest. They feel safe, you know, they can relax.

Whatever your situation, whatever crisis you're going through… they just show so much compassion and love towards total strangers. They're not judgmental. They don't care what your story is."

As well as the staff, The Connection has one huge draw for Jonny – the food.

"The first time coming here, I was shocked when I saw how good the food is. Honestly, it's fit for any restaurant in London."

As with many people we support, Jonny's recovery from homelessness has not been easy, or smooth. He appreciates that The Connection will always be there for him, no matter when he needs us. He says, "*even if you get yourself sorted, get yourself on your feet again and something else happens down the line, this place is here. They're waiting for you with the door open, and they will give you a warm welcome back.*

If places like this aren't here… well, it would be devastating, really, because I know what it's like to be out there on the streets, cold, living in doorways and not knowing where your next bite of food's coming from."



Having a nutritious hot meal is very important to the people we support

Photo: Marc Gascoigne

Finding somewhere to call home

Helping people to find accommodation is a vital part of what we do.

162

people moved into new accommodation this year with our support

Members of staff work closely with people to identify the most appropriate housing for them, and support them from application through to moving in and beyond. We help people sustain their accommodation by continuing to work with them whilst they settle into their new place and progress towards independence. We can also provide all the essentials people might need when moving into a new property.

However, we know there is more that needs to be done. Official statistics suggest there are approximately 700 people living on the streets and 350 people moving on and off the streets repeatedly each year in Westminster.[2] Many of these people have received housing offers that do not meet their needs or haven't worked out.

There is a significant accommodation shortage in central London. It is even more challenging to find accommodation for people who have additional support needs.

We are rising to this challenge through our new strategy, which aims to increase and improve the accommodation offers for people living on the streets. You can read more about this on page 26.

2. Rough sleeping in London (CHAIN reports) - London Datastore



Client Peter in our art room

Photo: Marc Gascoigne

Immigration

124

people were helped with their immigration status this year

Our immigration team supports people who need help with their immigration status. Around half of all people rough sleeping in London are non-UK nationals. When seeking paths out of homelessness non-UK nationals often face additional challenges including lack of documentation to complex legal issues. These processes can be lengthy and can require intensive support from our specialists along the way.

The team can support people by

- helping them understand their entitlements and routes to legal status in the UK;
- supporting them to obtain ID;
- advocating for their rights and supporting them through the immigration system.

St Martin's House

20

women called St Martin's House home over the course of the year.

We facilitated 53 group sessions during this time

St Martin's House is our supported housing project in Clapham. It has been transformed this year into a specialist therapeutic accommodation and support service for women from across South London who are experiencing severe and multiple disadvantages. You can read more about this on page 28.

We recruited a large specialist team to support the women living there in their journey of recovery towards a long-term place to call home. The team includes a psychologist who provides direct, clinical therapeutic interventions for residents and shares expertise with the staff team to help address challenges residents may face.

The London Hotel

The London Hotel is a bespoke housing project, which we've been delivering with Westminster City Council since October 2024.

The aim of the service is to deliver enhanced support to entrenched rough sleepers in Westminster who would otherwise struggle to access accommodation. People moving in are given a period of time to settle and stabilise with appropriate support, before working towards a longer-term accommodation offer with their allocated case worker.

Hotel guests stay in en-suite rooms and are provided with food, toiletries and other essentials. Support staff are available on site 24/7.

32

people moved into the London Hotel this year.

Rough Sleeping Accommodation Programme

This year we have continued the Rough Sleeping Accommodation Programme (RSAP) in partnership with Westminster City Council and Single Homeless Project.

We employ two specialist RSAP workers who provide floating support for 10 people with complex needs to help them to settle into private rented tenancies outside central London. The workers support with things like financial advice, linking people up to local mental health or addiction services, and registering with GPs.

11

of these people had a positive move on and a further 14 were still in place at the hotel awaiting a move.

Severe Weather Emergency Protocol (SWEP)

Living on the streets is always dangerous, but extreme weather can kill. This year we opened our centre overnight to make bed spaces available during bouts of extremely cold weather. We know that having these places to stay saves lives. People who stayed with us were able to stay safe and warm overnight, as well as have a hot meal, a shower and get their clothes cleaned. We were able to give out warm clothing, which makes a big difference. We also supported people with casework and extended our day centre opening hours during this time.

10

people were supported this year by RSAP and all maintained their tenancies successfully.

During the summer, when hot SWEP is activated, our team was on the streets giving out bottles of water, sun protection and suitable clothing.

We also extended our day centre opening hours to give people shelter from the sun during the hottest parts of the day.

33

people were accommodated over 134 nights during this time



Carla and her key worker Chloe

Photo: Marc Gascoigne

CARLA'S STORY

Carla came to us in April this year, after twenty years of on-and-off rough sleeping. This time around, she was sleeping in a tent near the Strand, strategically placing her tent outside restaurants with heaters, to get a bit of warmth. She first became homeless due to a relationship breakdown, which led to a spiral of drinking and drug use. From there, she faced two decades of instability.

Rough sleeping as a woman comes with its own specific set of dangers. As a woman alone, Carla was well aware of this, and had to have her own safety in mind at all times. *"I was constantly having to be alert. I used to drink a lot back then too. I was blocking a lot of it out."*

Carla's key worker Chloe was also aware how vulnerable Carla was. Her immediate priority was to get Carla off the streets, and into a safe, secure home. It took some time for Chloe to build up trust and build a relationship with Carla, and during this time Carla used The Connection's services. She was able to access hot food and drinks, use the laundry room, and use the showers. She also attended the women-only group on Wednesdays, a safe space for women to access support. Once Chloe was able to gain Carla's trust, she secured her a room in a women-only hostel in central London.

At the hostel, Carla has found safety and stability. With her own space, she can look after herself, and crucially, have access to showers, cooking facilities, and a warm bed. She is also enjoying taking part in activities at the hostel, provided by staff at The Connection, particularly the art classes and gardening classes. She has been working hard on her progress, and is optimistic about her next steps.

Carla says, "*I feel a lot better in myself. I had some negative experiences on the streets. Now I feel a lot happier, more relaxed, and more at ease with myself. Now I can look forwards, not back.*"

Helping people into further support

Our individual skills, passions and interests are often the very things that make us feel human and resilient. But these may quickly be parts of someone's life that are forgotten when they become homeless. This can contribute to feelings of isolation and poor mental health.

The Connection's Community team recognises that most of the people it works with are in the 'pre-engagement' phase of their lives: they are extremely vulnerable and often deeply mistrust services. Groups and activities are therefore an invaluable space for building relationships with clients and exploring their needs over time.

Often this is a great way of helping those who have experienced trauma. It also gives people the chance to build confidence and skills in a safe environment that they can take forward with them.

230

people attended our groups, including the art room, gardening group and others

22

people were supported into work opportunities

Our groups this year have included gardening, art, creative writing, photography and music sessions with Streetwise Opera and the Academy of St Martin-in-the-Fields orchestra. The women's group has continued this year, each Wednesday morning restricting use of the centre to those who identify as women. This provides a space to feel secure and safe while seeking help, which is essential for women who may have previously had negative experiences in mixed-sex spaces. **This year 164 women attended the group.**

Our Skills and Opportunities service provides a range of important services for anyone who is ready to train, volunteer or work. The service provides one-to-one guidance and support with writing CVs, searching and applying for jobs and interview preparation. We are also able to provide smart clothing and work-related items like hard hats or safety boots. We have extensive links with local employers who inform us of vacancies. We also provide training, workshops, work placements and volunteering opportunities.

RENEE'S STORY

Women who are sleeping rough often tell us that they feel unsafe in mixed-sex homelessness services and that they find women-only spaces exceptionally valuable.

This was the case for Renee. She first visited The Connection's women-only session with a friend on a cold, snowy Wednesday in January.

We'd heard about the women's morning and we were like 'Oh, this is amazing.' The support, the atmosphere, all of it.

Renee has since been a regular at these sessions and says it's been a huge help – she's seen a doctor for the first time in years and made friends with other women in her situation.

The team at The Connection has also found her a place to stay in a hostel while they plan her future together.

Renee says The Connection "*kind of feels like an unofficial home, because it's seeing me through this whole period. It's cool to see the same people every day - staff and fellow rough sleepers. And I think just knowing this will always be here feels reassuring amidst all the changes that happen as you're trying to get back on your feet.*"

Renee has nothing but praise for The Connection staff – "*The support here feels more personal than it's felt at other places. I feel very fortunate that the Lord brought The Connection into my life, and it's been like this non-stop domino effect – not only support, but community.*"



The laundry is always very busy

Photo: Marc Gascoigne

2

Increase accommodation options for people who are living on the streets or returning when previous services have not met their needs.

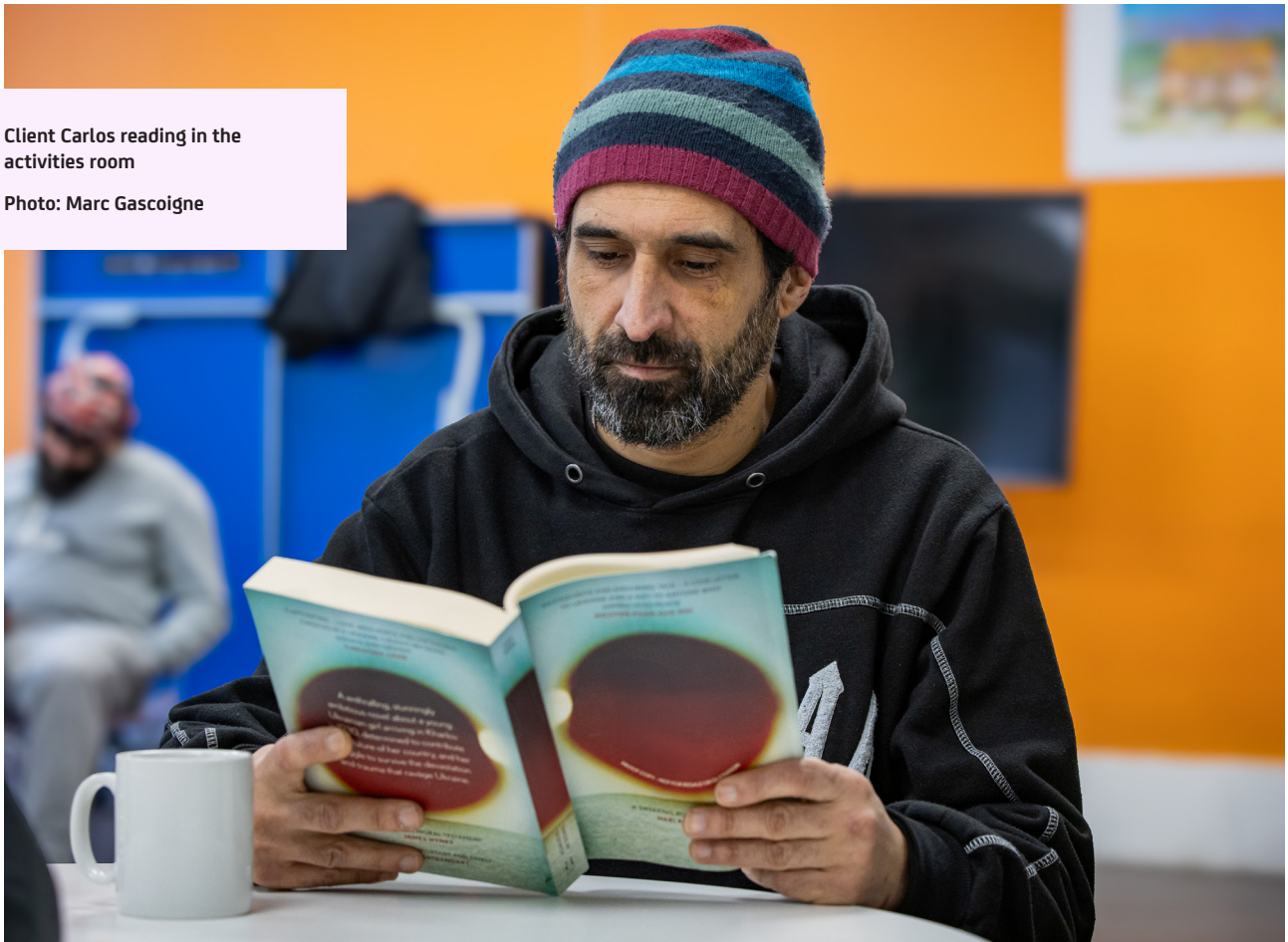
We are determined to access more long-term accommodation options for our clients and, alongside this, the support they need to keep it.

As many of our clients have not had their needs met by existing services, we are looking at this issue a bit differently. We have set out an ambitious target to get 300 people into their own long-term tenancy by 2028. To achieve this, we recruited a housing expert for nine months to help us to open doors with housing associations, private rental sector landlords and other registered social landlords. This work has been successful so far.

> **We have set out an ambitious target to get 300 people into their own long-term tenancy by 2028**

Our accommodation model

We recognise that we need a range of different accommodation models to meet the varying needs of our clients. We know what is currently on offer doesn't provide a solution for all of our clients. With that in mind, we have developed three models of accommodation that will form the basis of our long-term accommodation plans: gateway homes, community homes and solo homes.



Client Carlos reading in the activities room

Photo: Marc Gascoigne

Gateway homes

Gateway homes are self-contained accommodation units with staff on site 24/7 to provide intensive trauma-informed support. They usually accommodate people with the most complex situations.

Gateway homes are self-contained with staff on site 24/7 to provide intensive trauma-informed support

There is an acute shortage of this type of accommodation across London. This means those with the highest support needs often very quickly exhaust the available options and spend long periods of time on the street. With each failed attempt at accommodation they lose trust in support services, and become more entrenched in life on the street. We know we have the right people and skills to change this so that their next move in to accommodation is one that is sustainable.

This year we have been seeking to identify suitable buildings and funding to develop gateway homes.

Community homes

Drawing on the proven principles of Housing First, community homes are a relatively new variety of accommodation. In the homeless community, just as in wider society, not everyone wants to live on their own. People living in community homes have their own en-suite room within family style homes with kitchen, garden and living space shared by all residents. There is on-site help which nurtures community links and peer support and staff facilitate activities, helping the group to create a therapeutic environment where individuals can recover.

We are in the process of designing our plans to pilot two community homes, starting next year, to demonstrate the success of this model.

Solo homes

Solo homes is our version of Housing First. The service offers a stable environment with a personalised approach to supporting people to maintain their own accommodation and a safe and fulfilling life.

This year we established our first partnership, with Poplar HARCA Housing Association, who have agreed to allocate five flats to us. We have also recruited a solo home support worker who is currently building relationships in preparation for supporting five people into the new flats. The first person received the keys to their own home at the beginning of April 2025.

Gaining access to more affordable, well-maintained accommodation is half the battle.

The other half is the provision of long-term support, based on our Theory of Change. Our intention is to scale up tenancy support over time through a Housing First approach. We look forward to sharing developments on this work in the coming year.

18 Keys at St Martin's House

Research has shown that one of the biggest barriers to resolving women's homelessness is not having any safe accommodation that women can be referred to – particularly women who have experiences of street homelessness and who have interconnected needs. There are very few women-only specialist accommodation services in London.

We have responded to this by developing the 18 Keys project, in partnership with the St Martin's Trust.

Following a successful fundraising campaign, work to extend St Martin's House began in February 2025 to demolish two garages which will be the location for the new building.

The new building will have a large communal kitchen, a dining and living area on the ground floor. It will provide a hub for activities and a place for the residents and team to come together. The building will also provide two additional flats, one of which will be fully accessible, increasing capacity to 18 studios.



Our kitchen is always busy

Photo: Marc Gascoigne

3 Build partnerships and influence systems and policies to move people away from the streets for good more quickly and effectively.

Last year, we agreed our three key advocacy priorities for people sleeping rough.

They are:

- Invest urgently in affordable and suitable social housing for people with complex needs;
- Invest in flexible mental health and addiction services for people with complex needs;
- Ensure gender-specific support for women from commissioning to service design and delivery.

This year we have continued to build partnerships to make these aims a reality. In August, we met with Tom Copley, London's Deputy Mayor for Housing and Residential Development, and Rachel Blake, MP for Cities of London and Westminster, for the first time. These meetings were very successful and we look forward to continuing to work with Tom and Rachel in the coming year.

> **We are an active member of the All-Party Parliamentary Group for Ending Homelessness**

We are an active member of the All-Party Parliamentary Group (APPG) for Ending Homelessness. This allows us to contribute to the development of cross-party, cross-organisational sector discussions and solutions around rough sleeping.

We continue to play our part in tackling rough sleeping in Westminster. We were involved in the development of Westminster City Council's new homelessness strategy and remain enthusiastic to contribute to the delivery of this strategy.

Finally, this year we were part of a working group that highlighted gaps and key issues in treatment services for people sleeping rough. We are now working with partners to develop our Adelaide Street base as a harm-reduction hub to address health needs with our clients whilst we support them to access accommodation. We look forward to sharing developments on this work in the coming year.

4

Increase fundraised income[3] from £2.7m a year to £3.6m a year to support existing essential activity and organisational growth

We are only able to save lives and help people to find a place to call home thanks to the support we receive from a wide range of companies, foundations, trusts, groups and individuals, who provide us with one-off donations or longer-term support.

2024/25 was the second year of a new five-year fundraising strategy, directly linked to the organisational strategy. This saw the implementation of more effective evaluation and learning processes, and the further development of our digital communications.

OUR VALUED SUPPORTERS

We rely on donations from our supporters to help us deliver our services. Here are just some of the people and organisations that supported us to change lives this year.

> **We rely on donations from our supporters to help us deliver our services**

The Friends of the Connection. Our sister charity The Friends of The Connection raise funds towards our work through its membership subscription, general donations, legacies, fundraising appeals and events, including the annual Queen Eleanor Cycle Ride. The Friends charity is governed by a committee of volunteer trustees, who raise funds to support our services, spread awareness of the reality of homelessness and explain how The Connection is able to respond. We would like to thank them all.

In 2024/25, The Friends raised more than £120,000 on behalf of The Connection. Its longstanding support for our work is hugely appreciated. We are so grateful to The Friends for their dedication and the work that goes into delivering their fantastic activities.

We would like to take this opportunity to thank Charles Woodd for his support and guidance of The Friends as his tenure of Chair of Trustees comes to an end. During his time as Chair Charles provided exceptional leadership and direction. Richard Cooper is now welcomed as the chair of Trustees and we look forward to working with him.

St Martin-in-the-Fields Charity. The St Martin-in-the-Fields Charity runs the BBC Radio 4 Christmas Appeal with St Martin-in-the-Fields every December, supporting people to take the next step towards finding a safe place to live. Radio 4's Making a Difference programme shares the powerful stories of some of the people it supports, including our clients.

Money raised through the Christmas Appeal goes directly to the St Martin-in-the-Fields Charity which makes a grant to our work. In 2024/25, St Martin's Charity made an £800,000 grant that went towards our Street Engagement Team, Community Team and our Enhanced Support Services. We are extremely grateful for their support and our long-standing relationship.

St Martin-in-the-Fields Trust. St Martin-in-the-Fields Trust supported The Connection in 2024/25 by raising funds for 18 Keys, our redevelopment project to expand and improve our provision of supported accommodation for women. In total, the Trust has raised an incredible £2.1m in support of this project. The building work is now underway to develop and expand facilities that will enable these women to find the time, space and support they need to recover and become independent again. We are so grateful for the Trust's fantastic support in helping the women we work with to find place to call home.

It was also thanks to the Trust's support that we were able to redevelop our showers in 2024/25, providing an essential service to restore dignity to people experiencing homelessness.



Runner Amy did a fantastic job in this year's London Marathon!

Photo: The Connection at St Martin's



Our Pilgrimage is a very popular fundraising activity

Photo: The Connection at St Martin's.

EXCELLENT EVENTS

Our annual Pilgrimage to Canterbury saw 115 dedicated walkers cover the 74 miles from St Martin-in-the-Fields church to Canterbury, raising more than £40,000.

Jay's Quiz returned for its third year, ably hosted by quizmaster Jay Flynn, former client and current ambassador of The Connection. The event raised in excess of £18,000, the most yet.

We had a record number of marathon runners in 2024/25, with places in both Berlin and London Marathons. We are so grateful for their fantastic dedication to training and raising funds. We hosted a reception for charities from across the sector at our building following the London Marathon, providing a great community atmosphere and celebration for all of our runners, in addition to raising additional funds for our centre.

COMMITTED CORPORATES

Building trusting relationships isn't limited to the work we do with people rough sleeping in Westminster. It is incredibly important for us to have trusting, open and holistic relationships with our corporate supporters.

From volunteering, serving food to hundreds of clients or joining an art session, to taking part in employee fundraising and pro bono projects, to providing essential items and funds, our partners have been wonderfully generous with their time and donations over the last 12 months.

We can only tackle the homelessness crisis by working together. We are very grateful to our corporate partners for the support they have provided over the past year.

We simply would not be able to continue supporting those experiencing homelessness without your support. Thank you.

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Highlights

- Blick Rothenberg brought its team together for an amazing array of fundraising events – from bake sales to marathons, and from themed walks to raffle prizes. Its annual Charity Shield – a football tournament held in the Leyton Orient ground – was a particular high point.

- The British Board of Film Classification chose The Connection as one of the five recipients of their generous donations to charitable causes, providing key support to helping people in their local area.

- Chatham Financial provided increased support towards the running of our day centre. These funds increased our ability to sustain support in essential areas for our clients, including food, showers and laundry.

- Coutts & Co and The Coutts Foundation continued their longstanding support for The Connection by the Foundation providing a generous unrestricted grant of £80,000 and the Bank generously donating £125,185 to support people experiencing homelessness through the “Thank You from Coutts” reward scheme.

- CVC supported us with a generous donation. These funds increased our ability to sustain support in all our areas of work including the day centre and outreach programme.

- The Heart of London Business Alliance continued to support its local community by funding our Street Engagement Team so our outreach workers can continue to respond to the street population in Westminster. We are also grateful to HOLBA for inviting us to meet their members and increasing awareness of our work.

- RX London took on the Three Peaks Challenge – scaling the three highest peaks of Scotland, England and Wales within 24 hours. They raised an incredible sum to support our work.

- Shaftesbury Capital supported our unique Women’s Space, helping us eliminate barriers that women experiencing homelessness traditionally face when they are trying to access safe spaces.

- STASCO directed additional support towards our trauma-informed work, guided by our partners from the South London and Maudsley (SLaM) NHS Foundation Trust. As well as their usual annual donation, members of the STASCO team continue to be active fundraisers, organising successful golf days, marathon sponsorship and Christmas activities.

- Entain donated £500,000 to The Connection, enabling us to continue to deliver our lifesaving services to people sleeping rough in Central London. We thank them for their generous support.

The Christmas period continues to be a particular highlight for our corporate partners. Not only did we receive several very generous donations, but volunteers from the Strand Palace Hotel, Blick Rothenberg, Chatham Financial, and Bulletproof created incredible gift hampers for the people we support.

This is just an overview of some of the ways businesses have supported us over 2024/25. We are so grateful to all our longstanding supporters for their contributions, including Argyll, DAC Beachcroft, Deckers, FRP Advisory, Generation Investment Management, IK Partners, Kerb Food, Monmouth Coffee Company, Professional Mortgage Services, Pulse Brands, RELX, Social Bite, Strand Palace Hotel, and Vitol Foundation.

We also welcomed new relationships – Formula One, PGIM Real Estate and RX London. We are excited to continue working with you next year.

VITAL VOLUNTEERS

Thank you so much to our amazing volunteers. From supporting us to run our weekly women's space, facilitating our volunteer-led art group, supporting the photography group, serving food, helping with our events and much more – we value and appreciate them all. They make an enormous difference to the work we do in building relationships with the people we support and empowering people to make positive changes in their lives.

TRUSTS, FOUNDATIONS

We are incredibly thankful for the support we have received during the year from a wide range of funding organisations, charitable trusts, and foundations.

They have enabled us to deliver ongoing, lifesaving work, by funding core organisational costs and client-facing support services. They have helped us to better meet the needs of the people we work with by supporting new projects and developments.

In the last 12 months we have been the recipient of support from a diverse and generous group of funders, some of which are highlighted below.

- The continued support of City Bridge Foundation, London's biggest independent charity funder, providing much needed stability for our in-demand, accredited immigration service through a considerable 3-year grant, now in its second year;

- A new and substantial 3-year grant courtesy of The Linbury Trust, enabling us to double staff capacity in the immigration team, ensuring more people benefit from vital immigration advice and support;

- The first of 2 years' funding from City of Westminster Charitable Trust, towards the delivery of a diverse and creative groups and activities programme with activities such as gardening, arts and crafts, singing and photography;

- The ongoing support from a valued and longstanding funder, Green Hall Foundation, ensuring people continue to stay safe, warm, nourished and supported throughout December;

- The continued support of The Worshipful Company of Glovers of London, through a substantial donation of gloves, helping people stay warm during winter months and enabling kitchen and cleaning staff to maintain vital health and safety standards in an increasingly busy centre;

- And last but not least, Alice Roughton Foundation, supported us for the first time, enabling women with experience of sleeping rough to access a weekly safe and welcoming women-only service in our centre.

Our approach to fundraising is transparent, honest and respectful, meeting the needs of our donors and our service users. We are registered with the Fundraising Regulator and adhere to the Code of Fundraising Practice. During 2024/25, we have ensured that our work meets all legal and best practice standards, and have undertaken work to update our privacy notice, to make sure that we're clear and open in how we use supporter data. When we work with partner organisations that carry out fundraising activities on our behalf, we set their work through formal agreements, and monitor their activity through meetings and ongoing communications.

Our team of 10 fundraisers follow all requirements set out in the latest Code of Fundraising practice, including those that relate to interactions with vulnerable individuals. In 2024/25, we received one complaint about our fundraising communications. We spoke with the supporter in question to allay their concerns, and removed them from our postal mailing list in line with their request. We received one further complaint when our front desk was unable to take an on-the-spot donation. We have since provided the reception team with some training in what to do should this situation arise again.



Thank you to all of our supporters, staff, clients, volunteers and all the organisations we have worked with this year. Because of you, The Connection is still a place for people to turn when they have nowhere else. Together, we can make London a city where nobody needs to sleep rough.

5 Promote an organisational culture that puts trusting relationships at the centre of everything we do

Trusting relationships are at the heart of everything we do - working with people, not for them, at their own pace. This is part of our Connection model of working (our Theory of Change) which is drawn from sector-leading work including the Psychologically Informed Environment, Trauma-Informed Care and Jay Levy's pre-treatment approach.

Last year we introduced our Connection Way of Working policy, which sets out the core traits and behaviours we aim to embody and embed across the organisation. These are: Curious, Safe, Together, and Motivated.

This year, we've continued to integrate these into all stages of the employee experience. Service staff received training on de-escalation and safeguarding, and all staff took part in Active Bystander training at our annual all-staff conference. We also keep our culture alive through regular "Together" activities, now a standing agenda item at all-staff meetings and events.

100%

of staff said they are proud to work for The Connection

We've also made meaningful progress in our work on Equality, Diversity and Inclusion (EDI). Following staff consultation, we launched a refreshed EDI policy aligned with the work and purpose of our staff-led Diversity and Inclusion Group. The group's terms of reference were updated to better reflect its role, including a new requirement for representation from every team. Recognising the value of visible champions, several group members have stepped forward to act as D&I Champions, with training now being arranged to support them in this role.

Each year we carry out a staff survey, which is linked to our organisational strategy. This year, 100% of respondees said they are proud to work for The Connection.



Geos on the front desk talking to client Silwester

Photo: Marc Gascoigne

6 Ensure there is an excellent supporting infrastructure and financial approach to enable the charity to flourish

This year the Finance team has continued to develop financial acumen within the organisation through regular meetings with managers, targeted training sessions and the production of tailored internal management reports.

A robust mid-year financial reforecast and improved multi-year financial projections have helped to provide valuable insight to our trustees and senior management team. This has enabled tighter control on expenditure and more informed decisions on the best use of our resources. Additionally, new financial models to support funding proposals have helped to secure key funding streams and ensure overhead recovery, whilst providing greater clarity and detail to our prospective funders.

To combat our increasing cost base, efforts have been made to source gifted goods and services to relieve our budgeted costs. Members of staff have also been asked to consider economies of scale when making expenditure decisions, and there has been increased focus on evidencing and justifying additional expenditure needs through business cases.

Next year we will endeavour to build on our strong foundations by seeking opportunities to improve our systems and software, and standard reporting and processes. This should increase our capacity to add value through business partnering and meeting the evolving



Client Carlos outside our red door

Photo: Marc Gascoigne

needs of the organisation. The team will continue to focus on ensuring our controls and policies are fully effective and that we're meeting required standards. We've also developed an organisation-wide KPI framework reflecting our strategy and linking into governance and that we are doing work on project planning to further improve our effectiveness in our use of resources.

The Facilities and IT team has delivered several significant upgrade projects this year, which have made a significant difference to the efficiency and effectiveness of our supporting infrastructure.

This transition represents a huge step towards being fully cloud-based

The migration to Microsoft SharePoint was completed earlier in the year, representing a change to our ways of working. This transition has enabled us to progress the decommissioning of physical on-site servers, representing a huge step towards being fully cloud-based.

The team also completed a competitive tender process and identified a new IT provider. We have been working with our new provider to build an IT roadmap, thereby identifying key improvements and upgrades to ensure that our technology infrastructure remains fully fit for purpose. Our immediate focus has been on updates to our IT security remediation work and device management.

Additionally, we have carried out site improvements at our Adelaide Street base, including the replacement of our client showers, significant repairs to client areas in the basement, and the painting of staff and communal areas.

Next year, the team is undertaking a project to replace old fluorescent tube lighting with LEDs, which should result in a large reduction in energy and replacement costs, whilst also improving our working environment and meeting our sustainability goals.

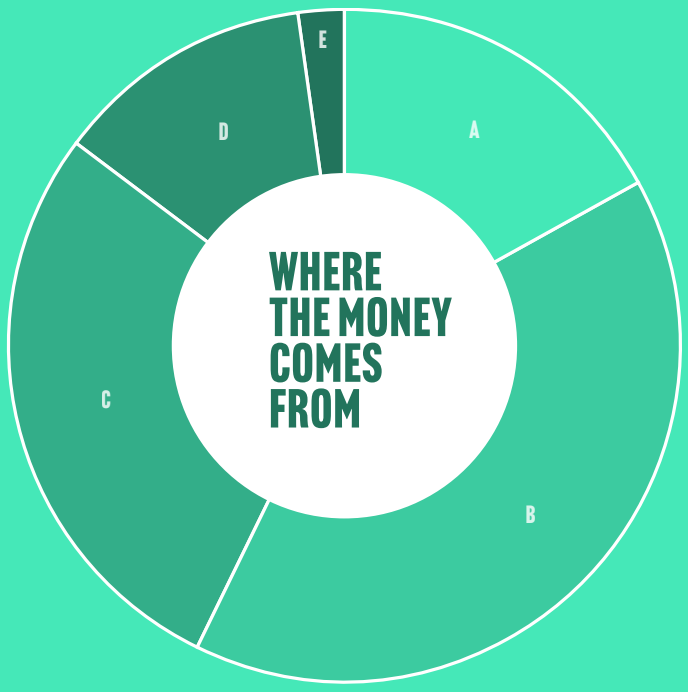
If funding can be secured, we will continue to refurbish client areas to provide the best possible environment for our services. Work on upgrading our network and cabling at Adelaide Street and an IT hardware refresh will also be prioritised.

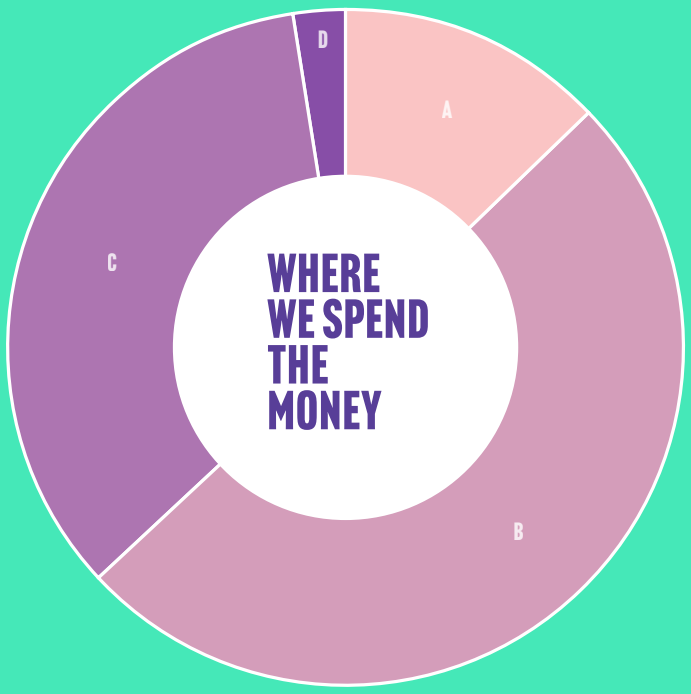
HOW WE MANAGE OUR MONEY AND RESOURCES

Photo: Marc Gascoigne

All of the work you can read about in this report was made possible by the commitment and generosity of individuals, organisations, grant funders and companies who share our determination to end rough sleeping.

We can't thank you all enough for your support.





Our resources

We raised £6.4m (2024: £4.9m) from the following sources:

A	**Statutory:** £1.098m (2024: 595k)
B	**Corporates, Groups, Trusts and earned** £2.562m (2024: £1.509m)
C	**Individuals and Events (inc. legacies):** £1.793m (2024: £1.7426m)
D	**St Martin-in-the-Fields Charity:** £800k (2024: £800k)
E	**The Friends of The Connection of St Martin's:** £126k (2024: £388k)

We spent £5.8m (2024: £5.6m) to improve the lives of people who are homeless and sleeping rough:

A	**Fundraising costs:** £747k (2024: £758k)
	Charitable activites
B	**Engagement & Assessment:** £2.908m (2024: £2.441m)
C	**Recovery:** £2.002m (2024: £2.146m)
D	**Impact and Evidence:** £135k (2024: £160k)
	Enterprise: £0 (2024: £41k) — No activity against enterprise which was linked to our trading sub that was closed Nov'23.

Whilst our service delivery was able to take place throughout the year, our financial performance in the 2024/25 year continued to be affected by the impact of the increased cost of living and inflationary pressure on costs.

We raised a total income of £6.4m in 2024/25, which is £1.3m higher than the previous year (2023/24: £5.1m). Of this increase, £0.3m is capital income for our 18 Keys development and a further £0.1m relates to upgrading the client showers at our Adelaide Street building. Additionally, we have received higher levels of statutory funding £0.5m, linked to our women-only supported living project at St Martin's House, the Severe Weather Emergency Protocols (SWEP) during winter and summer, and the extension of our emergency accommodation service at the London Hotel. Our corporate fundraising income was also significantly higher in 2024/25, which was largely associated with a one-off unexpected gift of £0.5m. Partly offsetting this was a decline in funding from major donors (£0.2m), linked to a staff vacancy, and from the Friends of The Connection at St Martin's (£0.3m), largely due to fewer legacy gifts this year.

£2.6M
came from corporate, community trusts and earned income

Expenditure in total was £5.8m (2024: £5.6m), with a further £0.4m going towards our two funded capital projects. Pay costs represented £3.8m (2024: £3.6m) of total expenditure, with the remainder in non-pay costs £2.0m (2024: £2.0m). The £0.2m increase in pay cost represents the pay increase determined by the National Joint Council of Unions and the incremental pay increase for each year service. Non-pay costs are in line with previous year, where increase in running costs linked to energy, services, rent & rates, has been offset by savings achieved in client areas by identifying cost savings measures, buying in bulk and sourcing gifted items.

As of 31 March 2025, the charity's net assets were £3.3m (2023/24: £2.8m), reflecting the impact of the reported surplus this year. Further details are given below in the discussion of our reserves.

Principal sources of income

The Connection at St Martin's has a diverse range of income sources, which break down into five broad categories:

A Income received from statutory sources, totalling £1.1m (2023/24: £0.6m), increased this year following first full year of our new women-only service at St Martin's House, which is being funded by the Greater London Authority (GLA). This was combined with further funding awarded by Westminster Council towards the summer and winter Severe Weather Emergency Protocol activations. Further details of statutory income are provided in note 3B in the Financial Statements.

B A grant of £0.8m (2023/24: £0.8m) from St Martin's Charity related to monies raised from the BBC Radio 4 Christmas Appeal with St Martin-in-the-Fields. We continue to work closely with St Martin's Charity to use these funds to support our beneficiaries.

C Income from The Friends of The Connection of St Martin's, totalling £0.1m (2023/24: £0.4m)

D Income from individuals and event income, totalling £1.8m (2023/24: £1.7m). Included in this figure are legacies of £0.9m (2023/24: £0.8m) and major gifts of £0.3m (2023/24: £0.5m)

E Corporate, community, trusts and earned income of £2.5m (2023/24: £1.6m). This includes capital funding and one-off donation referred to above and an additional £0.2m of income towards our women-only accommodation service at St Martin's House, which was in its first full year of operation.

Expenditure

Of our expenditure, 87% (2023/24: 86%) was on charitable activities, with the remainder utilised to raise funds to support the organisation in delivering its mission. Our most significant area of expenditure is on staffing at 65% (2023/24: 64%), with the remainder being primarily made up of building costs and support (administration, IT and training) and the procurement of goods and services to directly support our clients. The £0.2m increase in expenditure relates to payroll related costs in agency and locum cover, whilst non-pay costs overall remained at the previous year's level.

Details of expenditure on delivering our services are given in note 5 of the financial statements.

Principal risks and uncertainties

The Board of Trustees reviews its exposure to risk and maintains a headline risk register, identifying the level of exposure to any material risks and tracking mitigating actions, with a constant view to improve systems and procedures, thereby reducing the impact and likelihood of these risks. This headline register is overseen by the Director of Finance and Resources, with risks allocated to Trustee sub-committees to ensure that there is regular and appropriate oversight and accountability. The Connection at St Martin's also has more detailed risk registers for specific projects or operational areas.

The principle risks identified are:

Risk	Response
Our Theory of Change is not effective in moving people away from the streets and there is no evidence to support this.	- Strong system for monitoring, evaluation and learning which demonstrates impact - Investment in qualitative external evaluation to provide in-depth evidence
Safeguarding or Service Delivery incidents.	- Training and development for service teams - Clear policies, processes and reporting of incidents - Strong governance oversight of incidents and their causes
It is not possible to access additional accommodation due to shortages of housing stock, high rents and/or insufficient funding	- Strong offer of support & good relationships with local authority and housing providers - Flexibility around location of property - Housing expertise at governance level
Reputational damage caused by negative media coverage	- All relevant law and regulation is followed - Service delivery, fundraising & governance activities carried out to best practice standards - Full suite of up to dates policies and procedures in place - Clear processes in place for managing enquiries and responding to negative articles
A rise in rough sleeping significantly increases need for our services	- Partnership working with other services - Proactive assessment system and monitoring of clients - Clear signposting of what we are here for and what we can and can't offer.

Risk	Response
Income from statutory and/or voluntary sources doesn't meet budget	- Ensure a diverse funding portfolio across a range of funding streams and strong, established relationships. - Fundraising projections over the medium/long term to plan income, along with in-year forecasts - Detailed fundraising & communications strategy in place - Tendering experience in the staff team and internal group set up to prepare for upcoming opportunities
Inability to recruit and retain a staff team with the right relationship development skills to deliver our theory of change	- Strong recruitment process with applicant tracking system in place - Diligent interviewing process in place to ensure we have a range of views. - Emphasis on CSTM as a great place to work
Cyber risks, including IT systems failure resulting in loss of data or business functionality	- Appointed a new IT provider following a competitive tender process. Annual security assessment carried out and remediation work is complete. - Cyber insurance is in place. - Audits of IT hardware infrastructure is complete. - SharePoint has been embedded and full cloud migration was undertaken.
Major Health and Safety Incident	- Compliance with relevant law and regulations - Health and safety policy and procedures in place, along with insurance. H&S induction with all staff - Staff reps forum in place to raise issues and concerns - Regular governance level H&S reporting - Biennial H&S Audits & Fire Risk Assessments
An unforeseen significant and/or sharp increase to operating costs	- Compliance with relevant law and regulations - Health and safety policy and procedures in place, along with insurance. H&S induction with all staff - Staff reps forum in place to raise issues and concerns - Regular governance level H&S reporting - Biennial H&S Audits & Fire Risk Assessments
Poor governance and leadership, leading to the loss of key positions, poor decision making and business disruption	- Strong governance procedures and clear terms of reference for Board & Committees - Defined tenures for trustees and 14 trustee positions to ensure there is an appropriate range of knowledge and skills. - Measurement against strategy. KPIs and budget to assess success levels. - Staff survey, staff reps meeting and Leadership meetings held to ensure feedback is received

Risk	Response
Significant legal disputes or non-compliance	- Trusted legal partners and HR consultants, who know our organisation. - Legal/HR expertise in place at Board level. - Strong policies and procedures in place to set out compliance - Complaint and feedback mechanisms embedded
Our service provision is not performing adequately	- Clear service delivery model and strategy - Monitoring, Evaluation and Learning measures in place to ensure standards are maintained. - Quality standards audit completed annually.
Inability to be agile and take advantage of opportunities that arise.	- Clear strategy, with clarity on aims and direction. - Financial reserves in place to take advantage of opportunities to accelerate or enhance delivery. - Strong governance processes and criteria in place for capitalising on opportunities that arise

Reserves policy and going concern

Going concern

Going concern is a fundamental accounting concept which underpins the preparation of all UK companies' financial statements. Under this concept, it is assumed that a company will continue in operation for the foreseeable future, which is assumed to be a period of at least 12 months from the approval of the accounts.

The Charity has sufficient reserves in place for the medium term. The uncertainty around the wider fundraising environment and the inflationary pressure on pay and non-pay costs, both remain, but we are managing these risks through careful planning of our reserves and tight control of our expenditure. Within this context, the 2025/26 budget indicates a small deficit, under the assumption of achievable growth of some fundraising streams, offset by higher costs associated with delivering our strategic aims, maintaining our existing resource levels and continuing to develop our supporting infrastructure.

Reserves approach

The charity maintains a structured reserves policy to ensure long-term financial stability and sustainability. Our approach is to designate a portion of reserves to address key financial risks identified through our comprehensive risk register. These risks include potential reductions in income, unforeseen increases in operating costs, and disruptions to service or strategic delivery. By aligning our reserves with these risks, we aim to protect our core activities and maintain continuity of service, even during periods of financial uncertainty.

In addition to covering financial risks, we designate reserves to enable us to respond to strategic opportunities that support our mission and long-term aims. These may include investments in new programmes, pilot initiatives, research or capacity-building activities that unlock, accelerate or enhance the delivery of our charitable objectives. The ability to act quickly and effectively when such opportunities arise is essential for innovation and impact, and our reserves approach reflects this strategic flexibility.

The reserves position is reviewed regularly by the Board of Trustees to ensure it remains appropriate and aligned with our operating environment, financial forecasts, and organisational strategy. We aim to hold designated reserves at a level that balances prudence with ambition, safeguarding the Charity's resilience while enabling growth and development. Full details of the reserves held and our designated funds are provided below, and in note 18 of the financial statements.

Reserve Balances

The Board regularly monitors the level of unrestricted reserves on the charity's balance sheet. This is to ensure the continuation of The Connection's services for the foreseeable future. The Charity's reserves policy was reviewed at the 2024/25 year-end.

Total funds amount to £3.4m (2023/24: £2.8m) of which £23k is restricted to our women-only services at Adelaide Street.

The Connection's total unrestricted reserves, excluding tangible fixed assets, amount to £2.7m (2023/24: £2.5m), including free reserves of £0.7m (2023/24: £0.5m). This reflects an increase in general funds following a significant one-off gift of £0.5m in 2024/25, offset by inflationary increases to both pay and non-pay costs. Designated funds have remained in-line with the previous year, but the composition of those funds has proportionately shifted from providing for risks to creating flexibility for strategic opportunities or meeting identified operational and strategic needs.

Within unrestricted funds, the Board of Trustees have designated the following funds for specific purposes.

– Identified Financial Risk Fund of £1,094,204 (2023/24: £nil). This fund has been created to specifically align with the key financial risks identified in the charity's risk register. The fund is intended to provide a financial buffer against potential future liabilities or losses that may arise from these risks, ensuring the continued stability and operational resilience of the charity. The fund is reviewed annually in conjunction with the risk register to ensure its adequacy and relevance. The level of designation may be adjusted in response to changes in the charity's risk profile.

– Strategic Opportunities Reserve of £400,000 (2023/24: £nil). This fund has been established to provide a level of financial flexibility to respond swiftly and decisively to opportunities that support the charity's strategic aims, in the absence of appropriate funding. This may include initiatives that unlock, accelerate, or enhance delivery of our aims and mission. Access to the reserve is governed by strict criteria, and proposals for use of funds are subject to rigorous scrutiny, to ensure alignment with strategic aims and prudent use of charitable resources. The fund will be reviewed periodically to ensure that desired outcomes are being met, and criteria remains aligned to evolving priorities.

– Accommodation Strategy Pilot Fund of £392,536 (2023/24: £nil). This fund is designated to give The Connection's accommodation strategy the best chance of success, with the aim of moving more people off the streets and into long-term accommodation. This will initially fund our Community Homes pilot, which is a new variation of 'Congregate Housing First'. It will provide individuals with their own en-suite room within family style homes and deliver on-site support which nurtures

peer support and community links. Staff will facilitate group activities and one-to-one support, helping the group to create a therapeutic environment where individuals can begin to recover.

– IT Hardware Refresh of £60,030 (2023/24: £nil) is designated to facilitate a complete refresh of staff laptops and mobile devices, which are largely coming towards end of life. The refresh will help us to maintain efficiency and ensure that we are compatible to receive support services and updates to keep us technologically fit for purpose.

– A Legacy Garden reserve of £30,000 (2023/24: £93,663), has been designated to reflect the Charity's decision to use some of the funds left in a legacy for the creation and maintenance of a memorial in the courtyard garden at St Martin-in-the-Fields.

Full details of reserves and designations are given in note 18.

Structure, governance and management

The Connection at St Martin-in-the-Fields is a charitable company limited by guarantee, incorporated on 4 October 1999 and registered as a charity on 12 November 1999.

The company was established under a memorandum of association which set out the objects and powers of the charitable company and is governed under its articles of association.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 7 to the accounts.

Our trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Tim Jones	Chair	**Luc Leclercq**
Jill Kyne	Treasurer	**Kunal Krishna**
Simon Rawson		**Alicia Walker**
Keith Starling		**Frances Stainer**
Peter Warren		**Melvene Adams**
Revd Dr Sam Wells		**Anna Payton**
Maeve Walsh		**Jakes Ferguson**
Catherine Cherry		**Olivia Blaney**

Key management personnel

Pam Orchard	Chief Executive	**Elizabeth Charles**	Director of Fundraising and Communications (maternity leave until August 2024)
Sarah Makhlouf	Director of Services (resigned February 2025)	**Lanner Feltham**	Director of Fundraising (maternity cover until August 2024)
Rupert Bateson	Director of Services (from March 2025 onwards)	**Iain Chance**	Director of Finance and Resources

Auditors	Sayer Vincent LLP, 110 Golden Lane, London, EC1Y 0TG
Bankers	Coutts, 440 Strand, London, WC2R 0QS
Investment advisors	CCLA, Senator House, 85 Queen Victoria Street, London, EC4V 4ET
Solicitors	Russell Cooke, 2 Putney Hill, London, SW15 6AB

Appointment of trustees

There is an open recruitment process for new trustees, which takes place on a cyclical basis. A Nominations Committee comprising existing board members selects and proposes new trustees to the main board.

Trustee induction and training

The Trustees came together as a group for a one-day programme at The Connection and have followed up with individual meetings with the Leadership Team and other members of staff.

Related parties and relationships with other organisations

Transactions we have with the St Martin-in-the-Fields organisations include:

Paying an annual licence fee for use of the building;

Payments for our share of utilities and other cross-site costs;

Receiving a grant from St Martin's Charity related to the BBC Radio 4 Christmas Appeal;

Receiving a grant from St Martin's Development Trust related to the 18 Keys Building Project and the Solo Homes Project.

The related parties who are able to exert influence over these are:

Sam Wells, Vicar of St Martin's, who has a governance role in each organisation on site, including as a trustee of The Connection.

Melvene Adams, who is a trustee of The Connection and the St Martin's Trust, and a church warden of the St Martin's Parochial Church Council.

Remuneration policy for key management personnel

The remuneration of the CEO is set on a National Joint Council (NJC) related scale so tied into other staff pay increases. The National Joint Council is the negotiating body which determines pay and conditions for local government services.

Pay for other key management personnel has been reviewed by the Remuneration and Nominations Committee. All are set on NJC-related pay scales, so are subject to the same cost of living increases as staff. The organisation also benchmarks senior salaries against the external market every three years.

Public benefit statement

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure that the charity's aims, objectives and activities remain focused on our stated purposes.

When carrying out this review of the charity's aims, objectives and future plans, the trustees refer to the Charity Commission's guidance on public benefit. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set. The trustees are satisfied that the charity is operating for the public benefit.

Statement of trustees responsibilities

The trustees (who are also directors of The Connection at St Martin-in-the-Fields for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 these financial statements, the trustees are required to:

Select suitable accounting policies and then apply them consistently

Observe the methods and principles in the Charities SORP

Make judgements and estimates that are reasonable and prudent

State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements

Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

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

In so far as the trustees are aware:

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

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

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

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at year end date was 16 (2024: 12). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

The trustees' annual report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The trustees' annual report has been approved by the trustees on 23/09/25 and signed on their behalf by

TIm Jones, Chair of Trustees

INDEPENDENT AUDITOR'S REPORT

Photo: Marc Gascoigne

Independent auditor's report to the members of The Connection at St Martin-in-the-Fields

Opinion

We have audited the financial statements of The Connection at St Martin-in-the-Fields (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 2025 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**
- **Have been prepared in accordance with the requirements of the Companies Act 2006**

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on The Connection at St Martin-in-the-Fields's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- **The information given in the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements**
- **The trustees' annual report, has been prepared in accordance with applicable legal requirements**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which 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 directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.**

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, 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, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:

- **Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;**
- **Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;**
- **The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.**

- **We inspected the minutes of meetings of those charged with governance.**
- **We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.**
- **We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.**

- **We reviewed any reports made to regulators.**
- **We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.**
- **We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.**
- **In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.**

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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 auditor's 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.

Judith Miller (Senior statutory auditor)
16/12/25

for and on behalf of Sayer Vincent LLP, Statutory Auditor, 110 Golden Lane, London, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

The Connection at St Martin-in-the-Fields

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2025

Company registration number: 03852519

	Note	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Income from:							
Donations and legacies	2	3,548,064	575,103	**4,123,167**	3,379,728	273,029	**3,652,757**
Charitable activities							
Engagement & Assessment	3	-	837,709	**837,709**	-	578,432	**578,432**
Recovery	3	311,676	841,465	**1,153,141**	117,108	456,015	**573,123**
Enterprise	3	-	-	**-**	11,331	35,000	**46,331**
Other trading activities	4	203,396	5,309	**208,705**	183,968	-	**183,968**
Interest receivable and Investments		57,200	-	**57,200**	49,613	-	**49,613**
Total income		4,120,336	2,259,586	**6,379,922**	3,741,747	1,342,476	**5,084,223**
Expenditure on:							
Raising funds	5a	709,959	-	**709,959**	757,966	-	**757,966**
Charitable activities							
Engagement & Assessment	5a	2,005,189	765,661	**2,770,850**	1,865,170	575,361	2,440,531
Recovery	5a	1,103,076	1,075,390	**2,178,467**	1,461,635	684,622	**2,146,257**
Impact & Evidence	5a	127,030	5,000	**132,030**	159,871	-	**159,871**
Enterprise	5a	-	-	**-**	13,229	47,721	**60,950**
Total expenditure		3,945,254	1,846,051	**5,791,306**	4,257,872	1,307,703	**5,565,575**
Net income/(expenditure) for the year before transfers and investment (losses)/gains		175,082	413,535	**588,616**	(516,125)	34,773	**(481,352)**
Transfer of funds	18	528,372	(528,372)	-	-	-	-
Net gains/(losses) on investments		(13,768)	-	**(13,768)**	108,416	-	**108,416**
Net movement in funds:		689,687	(114,837)	**574,850**	(407,709)	34,773	**372,936**
Reconciliation of funds:							
Total funds brought forward		2,631,334	137,863	**2,769,196**	3,039,042	103,090	**3,142,132**
Total funds carried forward		3,321,020	23,026	**3,344,046**	2,631,334	137,863	**2,769,196**

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 18a to the financial statements.

The Connection at St Martin-in-the-Fields

Balance sheet as at 31 March 2025

Company registration number: 03852519

	Note	2025 £	2024 £
Fixed assets:			
Tangible assets	10	615,950	134,785
Investments	11	920,732	934,500
		1,536,682	**1,069,285**
Current assets:			
Stock		4,955	5,825
Debtors	12	818,174	381,012
Cash at bank and in hand		1,784,822	1,779,652
		2,607,951	**2,166,489**
Liabilities:			
Creditors: amounts falling due within one year	13	800,587	466,578
Net current assets / (liabilities)		**1,807,364**	**1,699,911**
Total net assets / (liabilities)		**3,344,046**	**2,769,196**
The funds of the charity:			
Restricted income funds	18	23,026	137,863
Unrestricted income funds:			
Designated funds	18	2,000,770	2,017,415
General funds		1,320,250	613,919
Total unrestricted funds		**3,321,020**	**2,631,334**
Total charity funds		**3,344,046**	**2,769,196**

Approved by the Trustees on 23/09/25 and signed on their behalf by

Mr Tim Jones
Chair of Trustees

The Connection at St Martin-in-the-Fields

Statement of cash flows for the year ended 31 March 2025

Company registration number: 03852519

Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2025 £	2024 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	**588,617**	**(481,352)**
Receipt of net liabilities and working capital from Show Your Connection	-	(8,729)
Depreciation charges	51,516	27,338
Dividends, interest and rent from investments	(57,200)	(49,613)
(Increase)/decrease in stocks	870	4,729
(Increase)/decrease in debtors	(437,162)	(209,214)
Increase/(decrease) in creditors	334,009	150,667
Net cash (used in) operating activities	**480,650**	**(566,173)**

	2025 £		2024 £	
Cash flows from operating activities				
Net cash (used in) operating activities		**480,650**		**(566,173)**
Cash flows from investing activities:				
Dividends, interest and rents from investments	57,200		49,613	
Purchase of fixed assets	(532,681)		(77,303)	
Net cash provided by / (used in) investing activities		**(475,481)**		**(27,691)**
Change in cash and cash equivalents in the year		**5,169**		**(593,864)**
Cash and cash equivalents at the beginning of the year		**1,779,652**		**2,373,516**
Cash and cash equivalents at the end of the year		**1,784,822**		**1,779,652**

The Connection at St Martin-in-the-Fields

Notes to the financial statements for the year ended 31 March 2025

Company registration number: 03852519

1. Accounting policies

a) Statutory information

The Connection at St Martin-in-the-Fields is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is 12 Adelaide Street, London, WC2N 4HW.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income from Statutory and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

Income from sales of goods is recognised once the significant risks and rewards of ownership of the goods has been transferred to the buyer.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Interest receivable and investment income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank. Investment income includes realised and unrealised income from investment assets.

g) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Allocation of direct support and indirect costs

Resources expended are allocated to the particular activity to which the expenditure directly relates. Support and indirect costs are also apportioned to those activities based on the allocation methodology shown below. Support costs are the costs that can be directly attributed to all areas of the organisation and include essentials such as the building, staff training, utilities, insurance, IT, and telephones. Indirect costs are the costs of HR, Finance and Leadership. Depending on the nature of the expenditure, the most appropriate of the two allocation methodologies below is used to allocate that expenditure to the appropriate activity. The percentages used for these allocations are shown below.

	Headcount FTE	Floor Area
Engagement & Assessment	42%	48%
Recovery	23%	29%
Impact & Evidence	3%	3%
Fundraising & Communications	15%	9%
Finance	4%	2%
People & Culture	4%	2%
Leadership & Governance	10%	6%

1. Accounting policies (continued)

k) Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the minimum lease term.

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £2,500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Fixtures, fittings and equipment: 5 years
- IT hardware: 3 years
- Property: 50 years.

In all cases depreciation is calculated using the straight line method. The freehold property is not depreciated. See note 10 for depreciation of the leasehold property

m) Stocks

Stocks are stated at the lower of cost and net realisable value. Stock consists of goods for sale and café food supplies.

n) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

o) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. This does not include any cash held within the charity's investment portfolio.

p) Investments

Listed investments are valued at the quoted bid price at the reporting date.

r) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

s) Pensions

Contributions to the Connection at St Martin's money purchase pension schemes are recognised when the liability is due to be paid to the pension provider.

t) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2. Income from donations and legacies

	2025			2024		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Corporate	887,518	260,850	**1,148,368**	482,383	4,050	**486,433**
Community	16,674	-	**16,674**	49,755	-	**49,755**
Major donors	247,337	12,500	**259,837**	502,068	2,000	**504,068**
Individuals	332,484	379	**332,863**	272,218	-	**272,218**
Legacies	947,646	-	**947,646**	765,988	-	**765,988**
Trusts	178,816	143,881	**322,697**	119,750	81,500	**201,250**
St Martin-in-the-Fields Charity*	800,000	-	**800,000**	800,000	-	**800,000**
Friends of The Connection at St Martin's*/**	110,117	-	**110,117**	387,566	-	**387,566**
St Martin-in-the-Fields Development Trust*	-	157,493	**157,493**	-	185,479	**185,479**
Donations in Kind	27,471	-	**27,471**	-	-	**-**
	3,548,063	575,103	**4,123,166**	3,379,728	273,029	**3,652,757**

*Related parties

** Friends of the Connection at St Martin's includes Legacies of £19,025 (2024: £222,570)

3. Income from charitable activities

			2025			2024
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Engagement & Assessment						
Corporate	-	114,541	**114,541**	-	142,218	**142,218**
Statutory	-	641,680	**641,680**	-	326,316	**326,316**
Major donors	-	10,000	**10,000**	-	-	**-**
Individuals	-	55,289	**55,289**	-	57,863	**57,863**
Trusts	-	-	**-**	-	52,035	**52,035**
Friends of The Connection at St Martin's*	-	16,199	16,199	-	-	-
Sub-total for Engagement	-	**837,709**	**837,709**	-	**578,432**	**578,432**
Recovery						
Statutory	-	455,920	**455,920**	-	268,998	**268,998**
Corporate	-	-	**-**	-	90,800	**90,800**
Charges to residents	311,676	-	**311,676**	117,108	-	**117,108**
Trusts	-	-	**-**	-	96,217	**96,217**
Friends of The Connection at St Martin's*	-	385,545	**385,545**			
Sub-total for Recovery	311,676	841,465	**1,153,141**	117,108	456,015	**573,123**
Enterprise						
Corporate	-	-	-	-	35,000	**35,000**
Earned	-	-	-	11,331	-	**11,331**
Sub-total for Enterprise	-	-	-	11,331	35,000	**46,331**
Total charitable activities	311,676	1,679,174	**1,990,850**	128,439	1,069,447	**1,197,886**

3b. Breakdown of Statutory income sources

		2025	2024
Source	**Nature**	**Amount £**	**Amount £**
Westminster City Council	Westminster Outreach Contract	**75,000**	**75,000**
Westminster City Council	Severe Weather Emergency Protocol Activation	**273,713**	**69,587**
Westminster City Council	Rough Sleeping Accommodation Project	**123,243**	**94,164**
Westminster City Council	Additional Emergency Accommodation Funding - London hotel	**169,725**	**82,665**
Greater London Authority	Single Homelessness Accommodation Programme	**455,920**	**268,338**
Other Statutory Funding	Support	**-**	**5,560**
		1,097,601	**595,314**

4. Income from other trading activities

	2025			2024		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Events	138,238	5,309	**143,547**	142,106	-	**142,106**
Trading income	750	-	**750**	12,809	-	**12,809**
St Martin's annual pilgrimage	19,270	-	**19,270**	1,448	-	**1,448**
Room bookings	45,138	-	**45,138**	27,604	-	**27,604**
	203,396	5,309	**208,705**	183,968	-	**183,968**

5a. Analysis of expenditure (current year)

		Charitable activities							
	Raising funds £	Engagement and Assessment £	Recovery £	Impact and Evidence £	Enterprise £	Governance costs £	Support costs £	2025 Total £	2024 Total £
Staff costs (Note 7)	366,954	1,588,354	923,435	84,827	-	-	817,990	3,781,560	3,554,400
Other direct costs	95,477	108,139	521,565	20,417	-	16,254	-	761,851	779,480
Facilities & IT	-	-	-	-	-	-	981,757	981,757	996,329
Catering	-	-	-	-	-	-	70,335	70,335	68,394
Strategy & Leadership	-	-	-	-	-	-	9,383	9,383	16,244
Finance	-	-	-	-	-	-	16,694	16,694	27,364
People & Culture	-	-	-	-	-	-	131,226	131,226	91,889
Data Protection	-	-	-	-	-	-	615	615	3,297
Communications	-	-	-	-	-	-	37,883	37,883	28,178
	462,431	1,696,493	1,445,000	105,244	-	16,254	2,065,883	**5,791,305**	**5,565,575**
Support costs	245,489	1,066,399	727,210	26,785	-	-	(2,065,883)	-	-
Governance costs	2,039	7,958	6,257	-	-	(16,254)	-	-	-
Total expenditure 2025	**709,959**	**2,770,850**	**2,178,467**	**132,030**	**-**	**-**	**-**	**5,791,305**	**-**
Total expenditure 2024	757,966	2,440,531	2,146,257	159,871	60,950	-	-	**5,565,575**	**-**

5b. Analysis of expenditure (prior year)

		Charitable activities						
	Raising funds £	Engagement and Assessment £	Recovery £	Impact and Evidence £	Enterprise £	Governance costs £	Support costs £	2024 Total £
Staff costs (Note 7)	424,588	1,325,929	885,099	80,965	37,956	-	799,863	3,554,400
Other direct costs	78,789	85,308	556,679	20,107	23,117	15,480	-	779,480
Facilities & IT	-	-	-	-	-	-	996,329	996,329
Catering	-	-	-	-	-	-	68,394	68,394
Strategy & Leadership	-	-	-	-	-	-	16,244	16,244
Finance	-	-	-	-	-	-	27,364	27,364
People & Culture	-	-	-	-	-	-	91,889	91,889
Data Protection	-	-	-	-	-	-	3,297	3,297
Communications	-	-	-	-	-	-	28,178	28,178
	503,377	1,411,238	1,441,778	101,071	61,073	15,480	**2,031,559**	**5,565,575**
Support costs	252,458	1,022,430	698,443	58,350	(123)	-	(2,031,559)	-
Governance costs	2,132	6,863	6,036	450	-	(15,480)	-	-
Total expenditure 2024	**757,966**	**2,440,531**	**2,146,257**	**159,871**	**60,950**	-	-	**5,565,575**

6. Net income / (expenditure) for the year

This is stated after charging:

	2025 £	2024 £
Depreciation	**51,516**	27,338
Operating lease rentals:		
Property*	**393,927**	369,103
Other	**14,218**	10,947
Auditors' remuneration (excluding VAT):		
Audit	**13,545**	12,900

* A licence fee is paid to St Martin's Church of £167,500 (2024: £135,000). In addition, St Martin's Church was reimbursed £226,427 (2024: £234,103) for costs incurred on behalf of the charity. St Martin's Church is regarded as a related party since one of the St Martin's Church Trustees is also Trustee of The Connection at St Martin's.

7. Analysis of staff costs, Trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	**3,149,550**	2,918,705
Redundancy and termination costs	**24,861**	1,100
Social security costs	**330,459**	303,968
Employer's contribution to defined contribution pension schemes	**135,956**	133,425
Agency staff (sickness and holiday cover and third party)	**140,734**	197,202
	3,781,560	3,554,400

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2025 no.	2024 no.
£60,000 - £69,999	**2**	1
£90,000 - £99,999	**1**	1

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £343,754 (2024: £351,442).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2024: £nil). No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2024: £nil) incurred by no (2024: none) members relating to attendance at meetings of the trustees.

8. Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 82 (2024: 76).
The full time equivalent head count for the year was 74 (2024: 70).

Staff are split across the activities of the charitable company as follows, based on full time equivalents:

	2025 no.	2024 no.
Raising funds	**8.5**	9.2
Engagement & Assessment	**29.0**	25.9
Recovery	**15.7**	14.4
Impact & Evidence	**1.8**	1.8
Enterprise	**-**	0.7
Support staff, including governance	**18.6**	18.4
	73.6	70.3

9. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10. Tangible fixed assets

	Assets Under Construction	Freehold property & improvements £	Leasehold property £	Fixtures, fittings & equipment £	IT hardware £	Total £
Cost or valuation						
At the start of the year	65,207	87,595	1	97,408	289,102	**539,313**
Additions in year	334,067	-	-	206,787	-	**540,854**
Disposals in year	-	-	-	(8,173)	-	**(8,173)**
At the end of the year	399,275	87,595	1	296,021	289,102	**1,071,993**
Depreciation						
At the start of the year	-	40,382	-	94,808	269,338	**404,527**
Charge for the year	-	-	-	43,957	15,732	**59,689**
Eliminated on disposal	-	-	-	(8,173)	-	**(8,173)**
At the end of the year	-	40,382	-	130,592	285,070	**456,044**
Net book value At the end of the year	399,275	47,213	1	165,429	4,031	**615,949**
At the start of the year	65,207	47,213	1	2,600	19,764	**134,785**

Property with a value of £87,595 (2024: £87,595) is included in freehold property and no longer depreciated because the directors are confident that the market value exceeds the net book value. The Connection at St Martin's owns the freehold on St Martin's House, which is on a long lease at a peppercorn rent to L&Q Housing. L&Q refurbished and manage the property and lease it back to The Connection at St Martin's.

The Board of Trustees consider that due to restrictive covenants placed on the use of 12 Adelaide Street, the leasehold property has no commercial value, and a nominal amount of £1 is included in the financial statements.

All of the above assets are used for charitable purposes.

11. Investments

	2025 £	2024 £
Market Value at beginning of year	**934,500**	826,084
Gains / (losses) on re-measurement to fair value	**(13,768)**	108,416
Market Value	**920,732**	934,500
Historical cost	**750,000**	750,000

All current asset investments are units in shares held in the COIF Charities Investment Fund which is traded on a regular basis. The total loss recognised on these investments in the period was £13,768 (2024: gain of £108,416) representing the fair value re-measurements shown above.

12. Debtors

	2025 £	2024 £
Trade debtors	**132,345**	68,385
Prepayments	**67,672**	72,378
Accrued income	**601,973**	227,893
Other Debtors	**16,189**	12,357
	818,179	381,012

13. Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	**318,459**	162,450
Taxation and social security	**78,271**	77,962
Accruals	**82,225**	132,432
Deferred income (note 14)	**320,349**	77,253
Other creditors	**1,283**	16,482
	800,587	466,578

14. Deferred income

Deferred income of £320,349 (2024: £77,253) represents grants, room hire and statutory income and capital funding received in advance of the year end for intended application after 31 March 2025. No income was deferred for more than one year (2024: £0)

	2025 £	2024 £
Balance at the beginning of the year	**77,253**	35,000
Amount released to income in the year	**(77,255)**	(54,000)
Amount deferred in the year	**320,352**	96,253
Balance at the end of the year	**320,350**	77,253

15. Creditors: amounts falling due after one year

The charity has no liabilities falling due after one year.

16. Pension scheme

The company operates a defined contribution purchase pension scheme for qualifying employees.
There are defined contribution schemes not open to new staff. The schemes are:

- Peoples Pension (DC). Members at year end date: 80
- Scottish Widows Pension (DC). Members at year end date: 3
- Friends Life#1 & Fidelity. One member each at year end date in these DC schemes (Total 2)

17a. Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	615,950	-	-	**615,950**
Fixed asset investments	-	920,732	-	**920,732**
Net current assets	704,300	1,080,038	23,026	**1,807,364**
Net assets at 31 March 2025	**1,320,250**	**2,000,770**	**23,026**	**3,344,046**

17b. Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	134,785	-	-	**134,785**
Fixed asset investments	-	934,500	-	**934,500**
Net current assets	479,134	1,082,915	137,863	**1,699,911**
Net assets at 31 March 2024	**613,919**	**2,017,415**	**137,863**	**2,769,196**

18a. Movements in funds (current year)

	At 1 April 2024 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2025 £
Restricted funds:					
Engagement & Assessment					
Centre Services	-	46,159	(46,159)	-	-
Client Activities (Adelaide Street)	-	18,500	(18,500)	-	-
Street Engagement	-	309,408	(309,408)	-	-
Severe Weather Emergency Protocols (SWEP)	-	273,713	(273,713)	-	-
Immigration Advice & Support	-	117,881	(117,881)	-	-
Recovery					
St Martin's House	-	488,731	(488,731)	-	-
Skills & Opportunities	-	67,000	(67,000)	-	-
Rough Sleeping Accommodation Project (RSAP)	44,066	123,243	(123,243)	(44,066)	-
Women's Development Unit	46,051	35,000	(58,025)	-	**23,026**
Mental Health - Psychological Support	-	100,000	(100,000)	-	-
Long Term Accommodation	-	68,667	(68,667)	-	-
Hotel Provision (Acommodation)	-	169,725	(169,725)	-	-
Support Services					
Eco Audit	5,000	-	(5,000)	-	-
Capital Projects					
St Martin's House Development Project (18 Keys)	-	334,067	-	(334,067)	-
Facilities Upgrades - Client Showers	42,746	107,493	-	(150,239)	-
Total restricted funds	137,863	2,259,587	(1,846,052)	(528,372)	**23,026**
Unrestricted funds:					
Designated funds:					
Lease fund	25,500	-	-	(1,500)	**24,000**
Capital replacement fund	934,500	(13,768)	-	(920,732)	-
Jenny Joseph Legacy Garden Reserve	93,663	-	(25,481)	(38,182)	**30,000**
Risk Reserve	963,752	-	-	(963,752)	-
Identified Financial Risks	-	-	-	1,094,204	**1,094,204**
Accommodation Strategy	-	-	-	392,536	**392,536**
IT Hardware Refresh	-	-	-	60,030	**60,030**
Strategic Opportunities Reserve	-	-	-	400,000	**400,000**
Total designated funds	2,017,415	(13,768)	(25,481)	22,604	**2,000,770**
General funds	613,919	4,120,336	(3,919,773)	505,767	**1,320,250**
Total unrestricted funds	2,631,334	4,106,569	(3,945,254)	528,372	**3,321,021**
Total funds	2,769,196	6,366,155	(5,791,305)	-	**3,344,046**

The narrative to explain the purpose of each fund is given at the foot of the note below.

18b. Movements in funds (prior year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2024 £
Restricted funds:					
Engagement & Assessment					
Centre Services	-	94,628	(94,628)	-	-
Street Engagement	-	362,646	(362,646)	-	-
Severe Weather Emergency Protocols (SWEP)	-	73,087	(73,087)	-	-
Recovery					
St Martin's House	-	407,611	(407,611)	-	-
Recovery & Opportunities	15,000	115,845	(130,845)	-	-
Rough Sleeping Accommodation Project (RSAP)	-	94,164	(50,098)	-	**44,066**
Women's Development Unit	-	75,000	(28,949)	-	**46,051**
Support Services					
Social Bite Campaign	-	4,850	(4,850)	-	-
Eco Audit	-	5,000	-	-	**5,000**
Running Costs	-	45,000	(45,000)	-	-
Enterprise					
Enterprise Development	12,721	35,000	(47,721)	-	-
Capital Projects					
St Martin's House Development Project (18 Keys)	32,623	29,645	(62,268)	-	-
Facilities Upgrades	42,746	-	-	-	**42,746**
Total restricted funds	103,090	1,342,476	(1,307,703)	-	**137,863**
Unrestricted funds:					
Designated funds:					
Lease fund	27,000	-	-	(1,500)	**25,500**
Capital replacement fund	849,373	108,416	-	(23,289)	**934,500**
Jenny Joseph Legacy Garden Reserve	93,663	-	-	-	**93,663**
Risk Reserve	911,945	-	-	51,807	**963,752**
St Martin's House Transition Reserve	20,159	-	(20,159)	-	-
Strategic Development Reserve	525,711	-	(343,038)	(182,673)	-
Total designated funds	2,427,851	108,416	(363,197)	(155,656)	**2,017,415**
General funds	611,191	3,741,747	(3,894,675)	155,656	**613,919**
Total unrestricted funds	3,039,042	3,850,163	(4,257,871)	-	**2,631,334**
Total funds	3,142,132	5,192,639	(5,565,575)	-	**2,769,196**

The narrative to explain the purpose of each fund is given at the foot of the note below.

18c. Purposes of restricted funds

The majority of restricted funds that the charity receives are restricted to a particular service, and are usually spent within the year of receipt. Where the restriction is more specific, it is identified within the appropriate service.

Engagement & Assessment Services received restricted donations for:

- Centre Services: Contributions to the running of the Day Centre at Adelaide Street
- Client Activities (Adelaide Street): providing a range of lead group activities at the centre, eg musical, photography or art classes
- Street Engagement: Contributions to the operations of the outreach team.
- SWEP Protocols: Funding for our additional service provision during periods of severe weather.
- Immigration Advice & Support includes restricted funding from:

  1. City Bridge Foundation - £51,881.25 (second of 3-year grant totalling £156,710) towards the delivery of an accredited immigration service

  2. The Linbury Trust - £60,000 (first of 3-year grant totalling £180,000) towards staff capacity of the immigration team

Recovery Services received restricted donations for:

- Skills & Opportunities: Donations towards our recovery programme and employment work.
- St Martin's House: Funding for our service for women at St Martin's House.
- Women's Development Unit: Contributions towards our work with female rough sleepers.
- RSAP: Statutory funding from the Rough Sleeping Accommodation Programme. (funding includes support towards overheads - transfer of b/f balance of £44,066 to general funds to correct prior year error)
- Mental Health: Psychological Support offered to clients
- Solo Homes: New 'Housing First' service, offering opportunities to clients to move into long-term accommodation, with support from staff at the Connection.
- Hotel Provision (Accommodation): Contributions to the operation of the accommodation provided at The London Hotel.

Support Services received restricted donations for:

- Eco Audit: audit carried out to determine the impact that our organisation has on the environment
- Social Bite Campaign - funding for catering for clients
- Running Costs: to offset the increase to electricity, gas, water and food costs

Capital Projects received restricted donations fo:

- St Martin's House Development Project (18 Keys): Donations towards the capital development project on our property at St Martin's House.
- Facilities Upgrades: Refurbishment of the client showers

Purposes of designated Funds:

Lease fund

This reserve is designated from the lease payment received from London & Quadrant Housing Association for St Martin's House. This is being transferred to general reserves over the remaining life of the lease at a rate of £1,500 per annum.

Capital Replacement Reserve (closed)

The reserve was initially established to meet the short to medium-term costs of contributing to the maintainence of the infrastructure at our Adelaide Street building. It has now been 17 years since the 2008 building renewal programme and the likelihood of wear-and-tear has increased with time, so a maintenance reserve was established to meet the potential need. However, there is no known current or future obligations for The Connection to fund or partially fund this project and, as a result, this fund has been closed.

Jenny Joseph Legacy Garden Fund

This fund was designated to reflect the Charity's decision to use some of the funds left in a legacy in the creation of a memorial in the courtyard garden.

Risk Reserve (closed)

This fund was designated to ensure that adequate funds are held to enable the Charity to continue to meet its financial obligations in the event of a sudden and immediate decrease in income. This fund has been closed, with funds allocated to align with our refreshed approach to reserve against known risks, identified on our organisation risk register.

Identified Financial Risks

This fund has been created to specifically align with the key financial risks identified in the charity's risk register. The fund is intended to provide a financial buffer against potential future liabilities or losses that may arise from these risks, ensuring the continued stability and operational resillience of the charity. The fund is reviewed annually in conjunction with the risk register to ensure it's adequacy and relevance. The level of designation may be adjusted in response to changes in the charity's risk profile.

Accommodation Strategy

This fund is designated to give The Connection's accommodation strategy the best chance of success, with the aim of moving more people off the streets and into long term accommodation. This will initially fund our Community Homes pilot, which is a new variation known elsewhere as Congregate Housing First. It will provide individuals with their own en-suite room within family style homes and deliver on-site support which nurtures peer support and community links. Staff will facilitate group activities and one to one support, helping the group to create a therapeutic environment where individuals can begin to recover.

IT Hardware Refresh

This fund is designated to facilitate a completed refresh of staff laptops and mobile devices, which are largely coming towards end of life. The refresh will help us to maintain efficiency and ensure that we are compatible to receive support and updates and keep us technologically fit for purpose.

Strategic Opportunities Reserve

This designated fund has been established to provide a level of financial flexibility to respond swiftly and decisively to opportunities that support the charity's strategic aims, in the absence of appropriate funding. This may include initiatives that unlock, accelerate or enhance delivery our aims and mission. Access to the reserve is governed by a strict criteria and proposals for use of funds are subject to rigourous scrutiny, to ensure alignment with strategic aims and prudent use of charitable resources. The fund will be reviewed periodically to ensure that desired outcomes are being met and criteria remains aligned to evolving priorities.

19. Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods.

	Land and buildings		Equipment	
	2025 £	**2024 £**	**2025 £**	**2024 £**
Less than one year	**274,630**	228,908	**22,334**	10,437
One to five years	**1,157,584**	974,613	**47,419**	22,475
Over five years	**1,927,029**	1,930,143	**-**	-
	3,359,243	**3,133,664**	**69,753**	**28,713**

20. Capital commitments

At the balance sheet date, the charity committed to a total spend of £1,318,558 (2024 £nil) on capital commitments of which £1,278,658 relates to the 18 Keys project and £39,900 to LED lighting update project at Adelaide St.

21. Contingent assets or liabilities

There were no contingent assets or liabilities as at the Balance Sheet date.

22. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

23. Related parties

As disclosed in note 2, the charity received income from the Friends of St Martin's of £126,316 (2024: £387,566).

As the vicar of St Martin's Church, Sam Wells is able to directly influence the Parochial Church Council and the St Martin's organisations. As per note 6, the Connection at St Martin's makes annual licence fee payments to St Martin's Church of £167,500 (2024: £135,000), made payments of £226,427 (2024: £234,103) reimbursing St Martin's Ltd and St Martin's PCC for shared costs, as well as receiving £800,000 (2024:£ 800,000) from St Martin-in-the-Fields Charity in relation to the BBC Christmas Appeal (see note 2) and £805,493 from the St Martin's Development Trust (2024: £185,479).

www.connection-at-stmartins.org.uk
fundraising@cstm.org.uk

The Connection at St Martin's
12 Adelaide Street
London
WC2N 4HW

@homelesslondon
TheConnectionAtStMartins
@connection_homeless

020 7766 5544

Registered charity number: 1078201
Company number: 03852519

Registered with FUNDRAISING REGULATOR

Registered with the IAA
No.N201900032

THE CONNECTION AT ST MARTIN-IN-THE-FIELDS

England & Wales - Charity number 1078201

Accounts



THE CONNECTION
at st martin-in-the-fields

Annual report and financial accounts

2023/24

The Connection at St Martin-in-the-Fields Trustees Report and Financial Statements for the year ended March 2024

Registered charity number: 1078201
Company number: 03852519

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The trustees present their report and the audited financial statements for the year ended 31 March 2024. Reference and administrative information set out on pages 42-43 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102. This trustees' annual report includes a directors' report as required by company law.

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Cover: Debby makes a cup of tea

Photo: Marc Gascoigne



Who we are

We are The Connection at St Martin-in-the-Fields.

We support people sleeping rough in the heart of London, helping them to recover and find their way off the streets.

We get to know every person we work with, going the extra mile to understand their needs and hopes for the future and being creative about finding help and solutions.

The Connection at St Martin's is led by our trustees, a dedicated team of volunteers who oversee the work that we do. Every year our trustees review the aims, objectives and activities of our charity.

This annual report looks at what we have achieved in 2023/24. It shows how your support enabled people to move away from living on the streets and towards a place to call home.

Thank you to everyone who has been involved with our work this year. We hope you enjoy reading this report.

1,286

people were welcomed into our centre to use our essential services in 2023-24

At The Connection we offer a wide range of services.

Photo: Marc Gascoigne

Foreword from our CEO

This year has seen the final part of the change process in our service delivery.

We made the decision in 2018 to adopt a trauma-informed approach to our work with people experiencing homelessness. We began this process in earnest in 2021 and in April 2023 launched our Theory of Change and remodeled our services to reflect this.

Many of the people who come to us for help have experienced very serious trauma, as well as addiction, and mental and physical health issues.

Pam Orchard, CEO

Many of the people who come to us for help have experienced very serious trauma, as well as addiction, and mental and physical health issues. This means they have many barriers to overcome to find a place to call home.

We believe working intensively with people is the best way to maximise our impact and make the biggest difference to rough sleeping in Westminster – supporting the people who need us the most and may not easily get help elsewhere.

We now offer people three “tiers” of help including practical services such as meals, laundry and access to IT; our community team to enable us to build a relationship with people and get to know more about their situation and finally, our Enhanced Support Service who offer intensive casework to people with the most complex needs.



Pam Orchard,
our Chief Executive

Photo: Marc Gascoigne

It is very resource-heavy to work with people to this depth. To do it safely and effectively we need to make sure we have a caseload we can manage and a staff team with the right experience and skills. This is why some of the numbers we're reporting on have gone down this year compared to last year.

Thank you for your continued support for our work to overcome rough sleeping in central London.

Pam Orchard, CEO

We have made other changes this year too. Access to suitable accommodation is a huge issue for our clients and our 2023 – 28 strategy set out our intention to unlock new routes to tenancies by working with a host of different providers. We started with our supported accommodation service, St Martin's House, which became a women-only service this year. We were also awarded planning permission to extend the scheme with a community space and an additional two studio flats. The building work will start in early 2025.

We also ran The London Hotel this year, for the first time. The hotel provided wraparound support for people living on the streets in Westminster who would otherwise struggle to access accommodation. Residents had time to settle and stabilise with appropriate support, before working towards a longer-term accommodation offer with their case worker.

We have also piloted an intensive support service for ten people with very complex needs to help them to settle into private rented tenancies outside of central London. Workers provide support with things like financial advice, linking people up to local mental health or addiction services, and registering with GPs.

Using these three examples as a launch pad, we intend to develop further accommodation options into 2024/5 and are recruiting a specialist in housing to help us with this.

Alongside starting to develop our accommodation options, we have devoted a great deal of time this year to defining our working culture at The Connection. Building relationships of trust with our clients is at the heart of everything we do. Therefore we are taking the time to recruit, develop and support a staff team who can excel in this 'Connection Way of Working' approach.

Thank you for your continued support for our work to overcome rough sleeping in central London. We hope you enjoy reading what we've achieved, with your help, during the year.



WHY WE'RE HERE, WHO WE SUPPORT & WHAT WE DO

Photo: Marc Gascoigne



Why we're here

We believe that no one should have to sleep rough, and that everyone should get the support they need to find a place to call home.

The impact of life on the streets is devastating – it puts people at risk of crime and violence, causes physical and mental health problems and seriously damages wellbeing.

At The Connection, we're at the heart of this crisis: just off the Strand in Westminster, the most concentrated area of rough sleeping in the UK.

According to official figures, 2,120 people were estimated to be sleeping rough in Westminster in 2023/24 – although the real number is likely to be higher.[1]

Rough sleeping is not inevitable – the *Everyone In* programme, which helped thousands of people into safe accommodation during the pandemic, has shown that it is possible to end homelessness in this country.

London can be a city where no one needs to sleep rough on our streets. We won't stop until it is.

That is why we're here.

2,120

people were estimated to be sleeping rough in Westminister in 2023/24

Photo: Marc Gascoigne

1. Rough sleeping in London (CHAIN reports) - London Datastore

Who we support

In 2023/24, we helped **1,618** people on their journey away from homelessness.

The people we support are:

80% male | **20%** female | **< 1%** non-binary



The people we support come from:

49% UK | **27%** European Economic Area | **23%** Rest of the world
1% Not known



Our clients' ages are:

4% 18-25 | **92%** 26-65 | **4%** 65+ | **< 1%** Not known



What we do

AT THE CONNECTION WE:

Get to know people, help them identify what support they would like and agree how we can best work together to meet their goals



Offer practical services like showers and laundry facilities, hot meals, medical appointments and access to telephones and computers



Provide support, advice and case management to help people access accommodation



Support people to access the full range of support services delivered on and off site – like care from nurses or psychologists and treatment for substance misuse



Provide onward referrals or supported reconnection to anyone whose needs can be better met elsewhere



Provide support where clients have issues with their migration status and make onward referrals when needed



Offer activities and groups that help people build the skills, confidence and resilience to recover from homelessness



The importance of relationships

Finding a home is a physical and mental journey. So that's how we approach homelessness – by providing the physical means to make a change, and the motivation and support to maintain it.

It often starts with a chat, a cup of tea and perhaps a hot meal or shower; the chance to use a washing machine, a computer, or to charge a phone - simple things that aren't easy when you're living on the streets.

Then it's about listening to people, building up trust and understanding, so we can work out together what they need next.

We get to know each person we work with

At The Connection, we get to know each person we work with, so we can tailor our support to their unique needs and hopes for a better future.

Working alongside them on their journey, we help them build the skills to keep going with their goals.

We also help people to rediscover their unique skills, passions, hopes and dreams – the things that make us all feel human, and help us find our path through life – so that ultimately people can find their own way off the streets, towards a place to call home.



Food is often a starting point on someone's journey with us - being well-fed can make a world of difference!

Photo: Marc Gascoigne

The Connection Model – working ‘with, not for’

We support everyone we work with based on our Theory of Change – this is based on three principles:

1	**Building relationships of trust and connection with people who have lost faith in services, working with people experiencing homelessness to create the change they want;**
2	**Recruiting, supporting and developing staff and volunteers who have the attitude, skills and expertise to build relationships of trust and connection with people experiencing homelessness;**
3	**Using evidence from people experiencing homelessness, research and our own data to work together to influence the systems which are designed to help people to move away from the streets successfully.**

You can see our Theory of Change in action and hear Mary and Rick’s stories by watching our animation here.

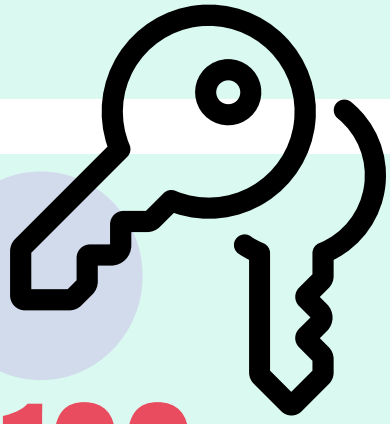


We work with people, not for them - going at their pace and prioritising their individual needs.

Photo: Marc Gascoigne

WHAT WE HAVE ACHIEVED

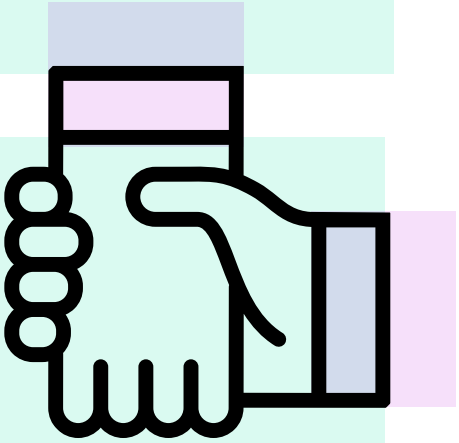
THIS YEAR WE HAVE:



122

22/23
185

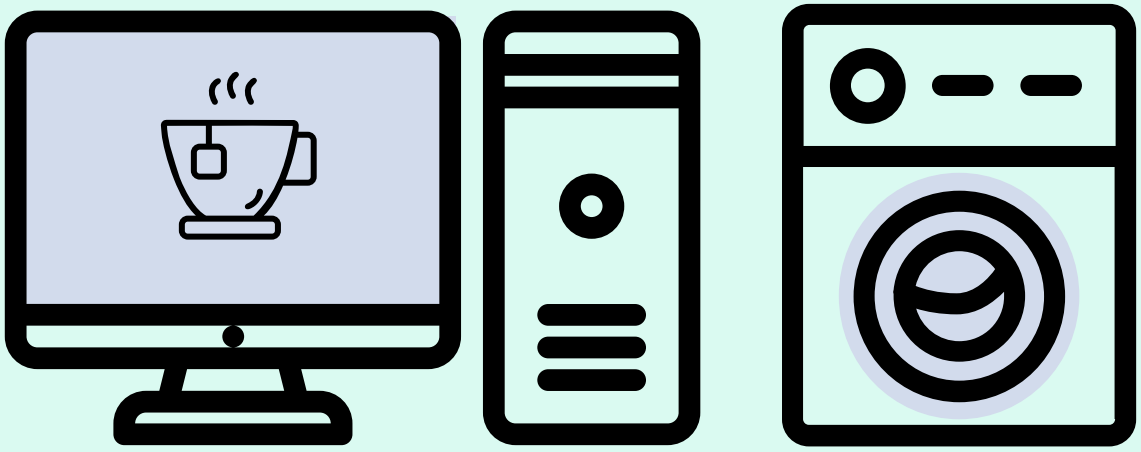
people moved into new accommodation with our support.



982

contacts with 279 people on the streets during outreach shifts.

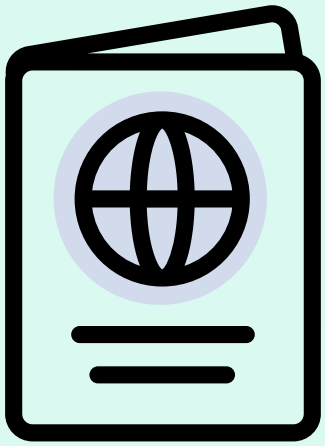
22/23
1475
with 309 people



1286

people welcomed into our centre to use our essential services.

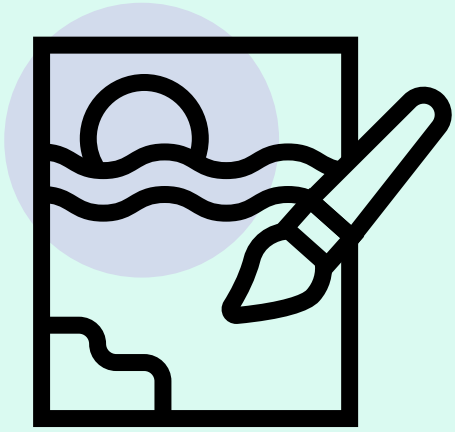
22/23
1162



108

22/23
204

people helped with their migration status.



154

people enabled to take part in group activities as part of our Recovery Programme.

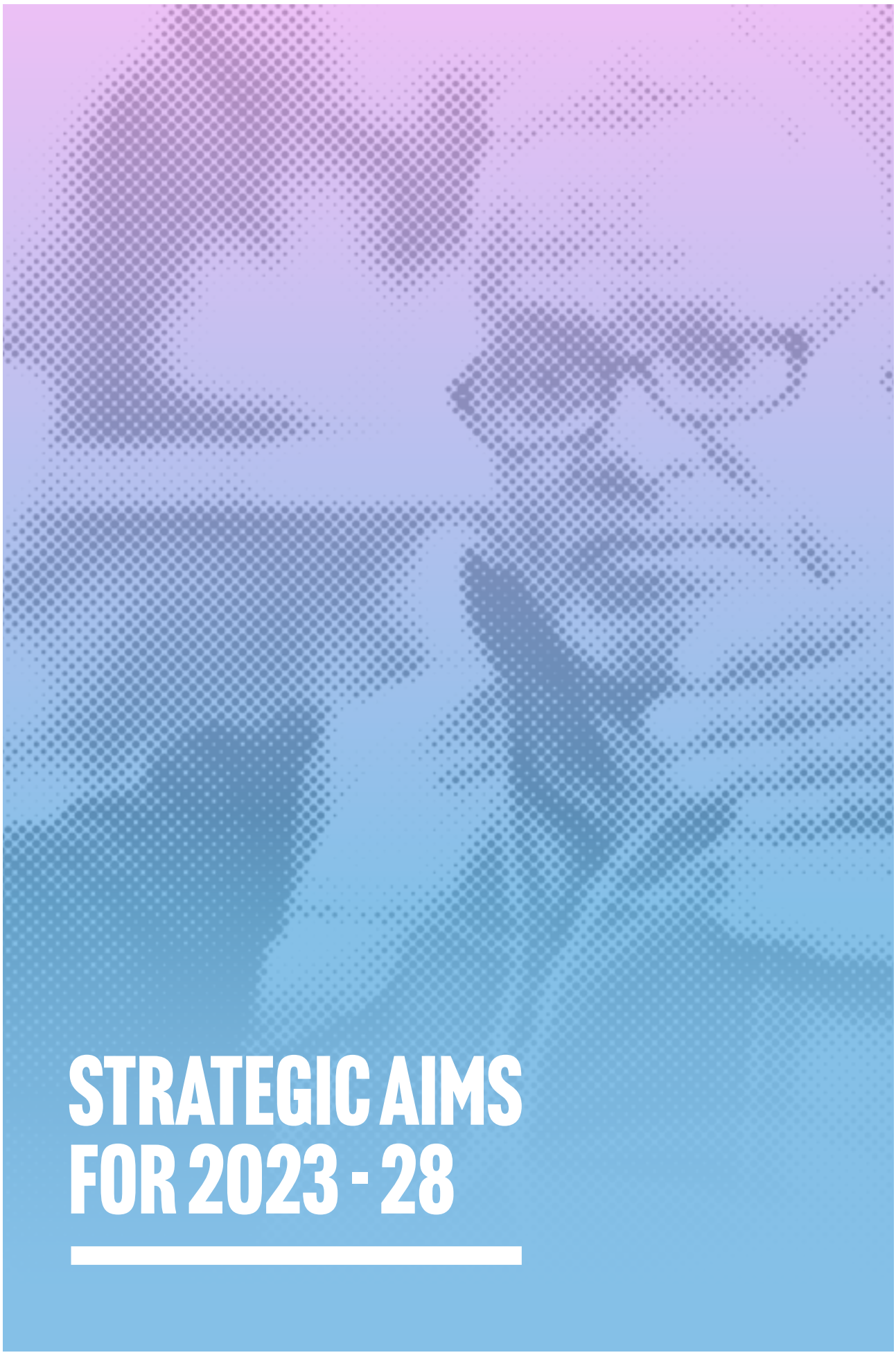
22/23
151



30

22/23
28

people supported into work and volunteering opportunities.



STRATEGIC AIMS FOR 2023 - 28

Photo: Marc Gascoigne

Strategic aims for 2023 – 28

The Connection set itself 6 strategic aims for 2023 – 28. This Annual Report reflects on progress against these aims during the first year.

1

Deliver ground breaking and high-quality trauma-informed services that support people sleeping rough to move away from the streets for good;

2

Increase accommodation options for people who are living on the streets or returning when previous services have not met their needs;

3

Build partnerships and influence systems and policies to move people away from the streets for good more quickly and effectively;

4

Increase fundraised income from to support existing essential activity and organisational growth;

5

Promote an organisational culture that puts trusting relationships at the centre of everything we do;

6

Ensure there is an excellent supporting infrastructure and financial approach to enable the charity to flourish.

1 **Deliver ground breaking and high-quality trauma-informed services that support people sleeping rough to move away from the streets for good.**

Building relationships

Our Street Engagement Team (SET) is a daytime outreach team in Westminster. We work very closely with local night-time outreach teams.

Having both daytime and night-time outreach is vital, because it allows us to engage with people who might not otherwise have support; people who bed down in hidden areas overnight can be missed by traditional night-time outreach.

The SET plays a vital role in connecting us to people who are sleeping rough. Team members go out twice a day to speak to people – saying hello to those who are new to us as well checking in on people we already know. We provide essential items during these visits, such as food, hot drinks and warm clothing in winter or water and sun cream in summer. This is very often the first interaction we will have with people and it builds a great foundation of trust and respect between us and the people we meet. When they feel ready, we will encourage people to come into the centre to access other services. There, SET staff can provide intensive, one-to-one casework.

The team runs regular shifts with the Homeless Health Service, which can offer prescriptions, make referrals to specialist services, and deliver on-the-street care. We also run shifts with the NHS Joint Homelessness Team, which can assess mental health needs and offer support or referrals as needed.

THIS YEAR, THE TEAM MADE

982

street contacts with **276** people on the streets during outreach shifts.

THIS INCLUDED:

55

people supported into accommodation

69

people supported to attend our Outreach Prescribing Clinic for flexible support with drug and alcohol treatment, as well as other health interventions.

The SET runs the innovative Outreach Prescribing Clinic on Wednesday afternoons. This is a flexible drop-in service that offers rapid opiate substitution prescriptions. Having this flexible approach removes two major barriers – timekeeping and remembering appointments – and means we can work with people in an environment in which they feel comfortable. This is often a first step to supporting people to access other services too.

We also partner with the Dr Hickey Surgery and Turning Point to get people into drug and alcohol treatment from the street, as and when needed. Together, we also offer an on-the-street prescribing service for those who are at high risk of harm but haven't made it into the Wednesday clinic.

POPPY'S STORY

Poppy* and Lucas* were a couple that our outreach team came across in the local area. On meeting them, it was clear that they had significant health needs and potential learning difficulties. We were also concerned about domestic abuse in the relationship and were particularly worried for Poppy's safety.

The team started to visit the couple regularly and enlisted the support of the Homeless Health Service nurses to offer direct, on-the-street healthcare.

The process of building trust took a long time, so rapport with the couple was built across multiple visits.

The team worked with Poppy and Lucas for several months before Lucas ended up leaving the area. We continued to work with Poppy and were able to make referrals to specialist women's services, safeguarding support and accommodation.

During this time, Poppy left London completely. However, because we had built a strong relationship of trust, she later reached out to us which meant we were able to locate her and liaise with outreach services in her new area which led to her moving safely into a women's refuge.

*Names have been changed

Welcoming people into The Connection

At The Connection, we know how important it is to feel welcome and safe. The wide range of practical services at our Adelaide Street centre supports immediate health and wellbeing needs. It also acts as a platform to strengthen relationships, deepen engagement and support longer-term recovery.

When people first come through our doors, they are greeted by our **Centre Services Team**. This team keeps the centre running smoothly; providing reception services, laundry, showers and food. The team also coordinates in-reach services like nurses, dentistry and podiatry.

The members of the team get to know people informally - when they hand over towels and toiletries, set someone up in front of a computer or perhaps accompany someone to the nurse. Over time, these small actions of practical support and kindness help to foster trust. This means people are much more likely to approach staff when they need or want additional support.

1,286

people came into our centre this year to use our essential services

3,245

laundry sessions

8,815

showers

19,190

meals were provided

This year, we launched our brand-new **Connection Community Team**. This team focuses on building relationships with people in the centre to create a harmonious and supportive environment. This keeps everyone safe and increases happiness, wellbeing and motivation.

The Community Team also runs our groups and activities programme, which encourage people to develop essential skills and express themselves through art, music, gardening and discussion. Having access to these creative outlets can have a really positive effect on their recovery. You can read about this on page 22.

Where situations are more complex, people are referred to our **Enhanced Support Service**. This specialist team provides intensive, one-to-one casework. This often means coordinating input from different partners like health services, local authorities, or probation services. People are often more willing to navigate complicated and overwhelming situations if they have the encouragement and support of someone alongside them.

Homelessness and poor mental health often go hand in hand. Over two-thirds of people experiencing homelessness are impacted: common conditions include depression, anxiety and paranoia. Poor mental health can be a cause of someone's homelessness, or it can develop from the trauma of sleeping rough. The Enhanced Support Service has dedicated mental health advisors who provide added specialism and support to clients who are experiencing more complex and enduring mental health needs.

Finding somewhere to call home

Helping people to find accommodation is a vital part of what we do.

122

people moved into new accommodation this year with our support

Staff work closely with people to identify the most appropriate housing for them, and support them from application through to moving in and beyond. We help people sustain their accommodation by continuing to work with them whilst they settle into their new place and progress towards independence. We can also provide all the essentials people might need when moving into a new property.

However, we know there is more that needs to be done. Official statistics suggest there are approximately 700 people living on the streets and 800 people moving on and off the streets repeatedly each year in Westminster. Many of these people have received housing offers that do not meet their needs or haven't worked out.

There is a significant accommodation shortage in central London, which is even more challenging for people who have additional support needs.

We are rising to this challenge through our new strategy, which aims to increase and improve the accommodation offers for people living on the streets, including developing stronger links to existing accommodation options as well as establishing new options and partnerships to unlock nomination rights into tenancies. You can read more about this on page 24.



Helping people to find home is why we're here.

Photo: Marc Gascoigne

St Martin's House

St Martin's House is our 15-bedroom supported housing project in Clapham. It has been transformed this year into a specialist therapeutic accommodation and support service for women from across South London who are experiencing severe and multiple disadvantages.

23

people were housed at St Martin's House this year

The new women's service launched in November. We have recruited a large specialist team to support the women living there in their journey of recovery towards a long-term place to call home. The team includes a clinical psychologist from South London and Maudsley's Psychology in Hostels project, who provides direct, clinical therapeutic interventions for residents and shares expertise with the staff team to help address challenges residents may face.

Migration

Our dedicated migration team supports people who need help with their migration status. This service is vital, because around half of all people rough sleeping in London are non-UK nationals. Often, these people face additional challenges when recovering from homelessness, from lack of documentation to complex legal issues. These processes can be lengthy and can require intensive support from our specialists along the way.

108

people were helped with their migration status this year

The team can support people by

- helping them understand their entitlements and routes to legal status in the UK;
- supporting them to obtain ID;
- advocating for their rights and supporting them through the immigration system;
- working with them if they seek to return to their country of origin.

The London Hotel

The London Hotel was a bespoke and time-limited housing project, which we delivered with Westminster City Council between January and April 2024.

The aim of the service was to deliver a wraparound support offer to entrenched rough sleepers in Westminster who would otherwise struggle to access accommodation. People moving in were given a period of time to settle and stabilise with appropriate

support, before working towards a longer term accommodation offer with their allocated case worker.

Hotel guests stayed in 16 en-suite rooms and were provided with food, toiletries and other essentials. Support staff were available on site 24/7.

21

people moved into the London Hotel between January and April 2024. Of these, 15 people had a positive move on.

Rough Sleeping Accommodation Programme

In July we started working as part of the Rough Sleeping Accommodation Programme (RSAP) in partnership with Westminster City Council and Single Homeless Project.

We employ two specialist RSAP workers who provide intensive floating support for 10 people with complex needs to help them to settle into private rented tenancies outside of central London. Workers support with things like financial advice, linking people up to local mental health or addiction services, and registering with GPs.

100%

of clients from July 2023 – March 2024 were maintaining their tenancies successfully.

Severe Weather Emergency Protocol (SWEP)

This year we opened our centre overnight to make bed spaces available during bouts of extremely cold weather. People who stayed with us were able to stay safe and warm overnight, as well as have a hot meal, a shower and their clothes cleaned. We were also able to give out warm clothing which makes a big difference. We were also able to support people with casework and extended our day centre opening hours during this time.

43

people were accommodated over 18 nights during this time

MICHAEL'S STORY

Michael was working full time as a warehouse operator, living in shared accommodation. His life was comfortable. He had everything he needed. However, everything suddenly changed.

"One paycheck and then it was gone. Everything. My landlord giving me a Section 21 notice, I had an accident at work, ran over my foot and just couldn't find anywhere else to go to so came down to London."

Michael was made aware of The Connection a week after he arrived in London by a member of our outreach team. He was encouraged to go in and considers it a safe space for people to come to where they can get help

"You can get help with everything really – clothing, washing, housing, cooking. There's a lot to offer here. When I first came to London I didn't have a shower for a week. I felt really dirty and grimy, so to have this place here's been really good."

Since then, we've helped Michael access Universal Credit as well as a Personal Independence Payment which he qualifies for after his accident. We've helped him register with a GP to get the ongoing treatment he requires. And crucially, we've helped him to find accommodation – a studio flat is his very happy with! Michael is now looking forward to the future, and plans to go back to work as soon as his health allows.

Helping people into further support

Our individual skills, passions and interests are often the very things that make us feel human and resilient. But these may be the first parts of someone's life that are forgotten when they become homeless. We know that this can contribute to feelings of isolation and poor mental health.

154

people attended our groups, including the art room, gardening group and others

30

people were supported into work opportunities

The varied groups and activities, provided at our centre in Adelaide Street, encourage people to develop essential skills and express themselves through art, music and discussion. Often this is a great way of helping people who have experienced trauma. It also gives people the chance, in a safe environment, to build confidence and skills in a safe environment that they can take forward into the future.

Our groups this year have included gardening, art, creative writing, photography and music sessions with Streetwise Opera.

We have continued our women's group this year, opening our centre only to people who identify as women each Wednesday morning. This provides a space to feel secure and safe while seeking help, which is essential for women who may have previously had negative experiences in mixed-sex spaces. This year 131 women attended the group.

Our Skills and Opportunities service provides a range of important services for anyone who is ready to train, volunteer or work. The service provides one-to-one guidance and support with writing CVs, searching and applying for jobs and interview preparation. We are also able to provide smart clothing and work-related items like hard hats or safety boots. We have extensive links with local employers who inform us of vacancies. We also provide training, workshops, work placements and volunteering opportunities.

YINKA'S STORY

Yinka was married with three children. Five years ago, she was diagnosed with a mental health condition and her husband asked her to leave the family home.

With nowhere to go Yinka arrived in London, where she knew no-one. Yinka slept on the streets and tried to keep warm in a local McDonalds. That's where she first heard about The Connection.

Yinka says "that's when things changed. Every day I would come into the centre to have meals, a shower and wash my clothes. I was assigned a case worker and that was the beginning of feeling stability and belonging."

Yinka started attending the weekly women's space.

"Being homeless is so lonely; no-one wants to know you and they throw you away like you are rubbish. I'd meet other women like me, who were experiencing homelessness – they understood what I was going through. I was so happy to finally be able to relate to someone in a safe and stable place. We could come together to craft, chat and at Christmas we would eat together, play music and dance."

The Connection team have worked with Yinka to improve and maintain her mental health and find somewhere safe to live. She has also discovered a passion for food and the team have now found her a course in hospitality and volunteering experience. Yinka is feeling positive about the future.



Our art room is always a popular space

Photo: Marc Gascoigne

2 Increase accommodation options for people who are living on the streets or returning when previous services have not met their needs.

We are determined to access more long-term accommodation options for our clients and, alongside this, the support they need to keep it.

As many of our clients have not had their needs met by existing services, we are looking at this issue a bit differently. We have set out an ambitious target to get 300 people into their own long-term tenancy by 2028. This year, we have achieved an average of four long-term accommodation outcomes each month. This target would double this number.

> **Many of our clients have not had their needs met by existing services**

We have secured funding from our partners at the St Martin's Trust to bring in a housing expert to work with us to open doors with housing associations, private rental sector landlords and other registered social landlords. We are also interested in exploring community land trusts, self-builds and conversions of existing properties into residential units.

Gaining access to more affordable, well-maintained accommodation is half of the battle. The other half is the provision of long-term support, based on our Theory of Change, emphasising relationships of trust. Our goal to house 300 people will be included in the St Martin's Trust's Yes fundraising campaign. Our intention is to scale up tenancy support over time through a Housing First approach. We look forward to sharing developments on this work in the coming year.

18 Keys at St Martin's House

Research work has shown that one of the biggest barriers to resolving women's homelessness is not having any safe accommodation to refer women to – particularly those who have experiences of street homelessness and interconnected needs. There are very few women-only specialist accommodation services in London.

We have responded to this by developing the 18 Keys project, in partnership with the St Martin's Trust. This exciting project will transform St Martin's House – which since November has been run by us as women-only supported accommodation – into a dedicated space with 18 self-contained studio flats for those who identify as women. Our plans for the redevelopment include a communal space for people to come together. Intensive support will be available on-site. For more information, please visit www.18keys.org.

This year, the Trust has continued its fundraising campaign to raise £2 million to undertake the capital development project which will improve communal facilities for the women and deliver additional studio flats, increasing the overall capacity of the project to 18 women.

We obtained planning permission in November 2023 and our project team is working to commence the development on site in the coming year.



Artists' impression of 18 Keys

Credit: Dow Jones Architects



3 Build partnerships and influence systems and policies to move people away from the streets for good more quickly and effectively.

Following extensive consultation with staff, sector partners and clients, we agreed our three key advocacy priorities this year.

They are:

- Invest urgently in affordable and suitable social housing for people with complex needs;
- Invest in flexible mental health and addiction services for people with complex needs;
- Ensure gender-specific support for women from commissioning to service design and delivery.

We launched these priorities at Homeless Link's Ending Homelessness Together mass lobby event in Parliament in March, where our Chief Executive Pam Orchard was also invited to speak. After the launch, we shared our priorities with supporters and encouraged them to contact their local MPs to ask for a commitment to ending homelessness.

Alongside homelessness sector partners such as Crisis and Homeless Link, we were instrumental in registering objections to some elements of the Criminal Justice Bill, which was announced in December as a replacement of the Vagrancy Act. Following several rounds of debate, elements which we felt would unfairly criminalise people rough sleeping were amended – a significant victory for the sector.

> **Elements which would unfairly criminalise people were amended – a significant victory**

We are working very closely with colleagues at Westminster City Council on their new strategy to tackle homelessness and rough sleeping. This is due to be completed in Autumn 2024.

Finally, this year we created a working group with the Westminster Homelessness Partnership to improve the lack of accessible treatment services in the area. This work is ongoing, and we look forward to sharing developments in the coming year.

4 Increase fundraised income to support existing essential activity and organisational growth

We are profoundly grateful for the support we received from a wide range of companies, foundations, trusts, groups and individuals that provided us with one-off donations, or longer-term support towards our core running costs, service improvements and new projects.

Our approach to fundraising is transparent, honest and respectful, meeting the needs of our donors and our service users. We are registered with the Fundraising Regulator and adhere to the Code of Fundraising Practice. During 2023/24, we have reviewed our policies and procedures in line with all legal and best practice standards, and have updated our Ethical Fundraising and Supporter Safeguarding policies.

> **Our approach to fundraising is transparent, honest and respectful**

When we work with partner organisations that carry out fundraising activities on our behalf, we set their work through formal agreements, and monitor their activity through meetings and ongoing communications.

Our team of 10 fundraisers follow all requirements set out in the latest Code of Fundraising practice, including those that relate to interactions with vulnerable individuals. In 2023/24, we didn't receive any complaints about our fundraising.

2023/24 was the first year of a new five-year fundraising strategy, directly linked to the organisational strategy, which has resulted in a clear roadmap for fundraising actions, and has laid the foundations for greater collaboration with our wonderful supporters.

OUR VALUED SUPPORTERS

We rely on donations from our supporters to help us deliver our services. Here are just some of the people and organisations that supported us to change lives this year.

The Friends of the Connection. We are grateful for the ongoing support of our sister charity, The Friends of the Connection. The Friends raise funds towards our work through their membership subscription, general donations, periodic appeals, legacies, fundraising appeals and events, including in particular the annual Queen Eleanor Cycle Ride. The Friends charity is governed by a committee of volunteer trustees, who work hard to raise funds to support our services and spread awareness of the reality of homelessness and how The Connection is able to respond. We would like to thank them all.

In 2023/24, The Friends raised just over £387,566 on behalf of The Connection. Their longstanding support for our work is hugely appreciated and we are grateful to them for their commitment.

St Martin-in-the-Fields Charity. The St Martin-in-the-Fields Charity is part of the family of charities based around St Martin-in-the-Fields in central London. The Connection works with the Charity in partnership through a Collaboration Agreement. The St Martin-in-the-Fields Charity runs the BBC Radio 4 Christmas Appeal every December, supporting people to take the next step towards finding a safe place to live. Its Making a Difference programme shares the powerful stories of some of the people it supports, including our clients.

Money raised through the Christmas Appeal goes directly to St Martin-in-the-Fields who make a grant to our work. The Appeal raised £5.0m last Christmas, from which the Charity made an £800,000 grant (c 15% of the Appeal total) towards our Street Engagement Team, Housing and Resettlement Team and Recovery and Opportunities activities. We are extremely grateful for their support and our long standing relationship.

St Martin-in-the-Fields Trust. The St Martin-in-the-Fields Trust is also part of the family of charities at St Martin-in-the-Fields, and it is supporting The Connection by raising funds towards the 18 Keys project, a redevelopment project to provide supported accommodation to women experiencing homelessness. We are working together to develop and expand facilities that will enable these women to find the time, space and support they need to recover and become independent again. You can read more about the 18 Keys project on page 24.

In 2023/24 the Trust donated over £185,000 towards this project. We are so grateful for its fantastic support.



Running is just one of the ways you can get involved and support us

Photo: Sophie Glickman

EXCELLENT EVENTS

The Pilgrimage returned for its 34th year. It is a four-day walking event, covering 74 miles, starting at St Martin-in-the-Fields Church and ending with a service at Canterbury Cathedral. It was fantastic to see numbers reach the same as they did last year (which was the highest number post-pandemic) and feel the community spirit that the event brings in abundance. The event raised just under £40,000 for The Connection.

Jay's Quiz also returned for its second year, with teams competing to answer questions posed by Jay Flynn – a former client and current ambassador for The Connection. For the 2023 event, we also secured a Headline Sponsor and ran an auction as well as a raffle on the night, which meant profit almost doubled from the first year - £6,500.

After the London Marathon, Every year we open up our doors after the London Marathon for other charities and their runners to join us at a post-race reception, where their runners can use our shower facilities, enjoy a massage and have a hot meal together. In 2023 we had nine charities join us for our post-race reception, the highest number we have ever had.

The London Walk was back for its third year in March. This year, 56 walkers - the highest ever number - took part to raise money for The Connection. They - along with the other walkers raising money for other London homelessness charities - set off from our centre at Adelaide Street. The London Walk raised a total of £20,032 for The Connection.

For 2023, we also had four places in the Berlin Marathon, the only overseas event in our portfolio. The participants raised a total of £2,574.



Our ambassador Jay Flynn delivered another great quiz for our supporters this year!

Photo: Marc Gascoigne

COMMITTED CORPORATES

We are deeply grateful for the support we received from our corporate partners in 2023/24. Building relationships with people is at the heart of everything that we do at The Connection. We pride ourselves on fostering strong partnerships with the business community, both in Westminster and beyond.

From volunteering, serving food to hundreds of clients or joining an art session, to taking part in employee fundraising and pro bono projects, to providing essential items and funds, our partners have been wonderfully generous with their time and donations over the last 12 months.

We simply would not be able to continue supporting those experiencing homelessness without your support. Thank you.

We simply would not be able supported those experiencing homelessness without your support. Thank you.

Highlights

- Coutts & Co and The Coutts Foundation continued their longstanding support for The Connection by providing a generous unrestricted grant of £100,000. We were also grateful to be the recipient of an additional donation of £10,000 recognising the impact of the cost-of-living crisis. These funds increased our ability to sustain support in all areas to our clients, including food, showers and outreach. We are also a beneficiary of the "Thank You from Coutts" reward programme, through which Coutts' clients very generously donated in excess of £185,000 to support people experiencing homelessness.

- Shell International Trading and Shipping Company Limited (STASCO) provided much needed financial support during particularly difficult times. As well as their usual annual donation, they responded to our 'Severe Weather Appeal' with a generous extra grant to help us cover the cost of cold weather essentials. Members of the STASCO team continue to be active fundraisers.

- Intercontinental Exchange agreed to continue supporting The Connection over a further three-year period. During this time, their donations will support our Education, Training & Employment offer, and contribute to our Street Engagement Team.

- Network Rail continued to support our Street Engagement Team through a generous grant. It also helped us raise awareness of our Community work, and celebrate the creativity of our clients by allowing us to exhibit their photographs in Charing Cross Station.

- The Heart of London Business Alliance continued to support its local community by funding our Street Engagement Team so our outreach workers can continue to respond to the street population in Westminster. We are grateful for its proactive approach to introducing us to its network and increasing awareness of our work.

- The Christmas period was a particular highlight for our corporate partners. Not only did we receive several very generous donations, but volunteers from the Strand Palace Hotel, FRP Advisory, Chatham Financial, and Bulletproof created incredible gift hampers for our clients.

This is just an overview of some of the ways our partners have supported us over 2023/24. We are so grateful to all of our longstanding partners for their contributions, including Generation Investment Management, Deckers, DAC Beachcroft, Pulse, IK Partners, Millennium Global, Olayan Europe Limited, Social Bite, Prudential Plc, and Professional Mortgage Services. We also welcomed new partners – Blick Rothenberg, Adwanted, Hive Health, and Chicken Shop. We are excited to continue working with you in 2024.

VITAL VOLUNTEERS

Thank you so much to our amazing volunteers. From supporting us to run our weekly women's space, facilitating our volunteer-led art group, supporting the photography group, serving food, assisting the work of our data team and much more – we value and appreciate them all. They make an enormous difference to the work we do in building relationships with the people we support and empowering people to make positive changes in their lives.

TRUSTS, FOUNDATIONS AND THE NATIONAL LOTTERY FUND

We are sincerely thankful for the support of some 40+ charitable trusts and foundations who have supported our work during the year, alongside The National Lottery Community Fund. All donations small and large have made a real difference to the work we do together with people as they recover from street homelessness.

This year, we would like to highlight the support of three funders:

- A considerable grant from The Julia and Hans Rausing Trust, providing us with a vital lifeline during the colder winter months, supporting a sharp rise in our core utility bills over the last two years, as a result of the cost-of-living crisis.

- The first of a three-year grant received from The City Bridge Foundation, providing much needed stability for our sought-after and accredited migration service.

- A substantial grant through The Community Organisations Cost of Living Fund (administered by The National Lottery Community Fund), funding both retrospective and future costs linked to our core centre service delivery.



Thank you to all of our supporters, staff, clients, volunteers and all the organisations we have worked with this year. Because of you, The Connection is still a place for people to turn when they have nowhere else. Together, we can make London a city where nobody needs to sleep rough.

5 Promote an organisational culture that puts trusting relationships at the centre of everything we do

Trusting relationships are at the heart of everything we do - working with people, not for them, at their own pace. We have developed a Connection model of working (our Theory of Change) which is drawn from sector-leading work such as the Psychologically Informed Environment, Trauma-informed Care and Jay Levy's pre-treatment approach.

This year, following thorough consultation with staff, we have introduced our core traits and behaviours. These facilitate the working culture The Connection wants to achieve. The core traits and behaviours are Curious, Safe, Together and Motivated. We have also introduced a new Way of Working policy that outlines how we will embed these traits and behaviours into our day-to-day work. These traits and behaviours are included on our recruitment website, in job descriptions, in policies and as part of new joiner inductions.

91%

of staff said they are proud to work for The Connection

Each year we carry out a staff survey, which is linked to our organisational strategy. This year, 91% of respondees said they are proud to work for The Connection, 89% felt The Connection is committed to continuous improvement and 91% felt we listen to people experiencing homelessness rather than telling them what they need.

89%

of staff felt The Connection is committed to continuous improvement

The staff survey results were presented to staff in December, and staff were given the opportunity to feed back on the results and help plan priorities for the coming year. Training was the main area identified for development. As a result, we have focused on developing more in-person training, delivered by both external and internal trainers. We have had training on de-escalation for frontline staff and have developed a manager training programme that has included the role of line managers, HR policies and procedures and fundraising and communications.

8,815

of staff felt we listen to people experiencing homelessness

We continue to focus on our Equality, Diversity and Inclusion (EDI) work, and have this year started to develop robust procedures on how we approach discrimination from clients in a productive manner. This has included mandatory training for all staff, delivered in February by external experts, including people with lived experience. Our Diversity & Inclusion group meets every two months to monitor this work.

6 Ensure there is an excellent supporting infrastructure and financial approach to enable the charity to flourish

This year, the finance team has continued to improve its approach to forecasting and budgeting processes, working with stakeholders to assess financial performance, risk and scenarios. As we continue to target efficiencies and savings across the organisation there has also been increased focus on greater cost recovery, through supporting the fundraising team's efforts to seek funding for our running costs.
In addition, the team has been committed to further improving the financial acumen of stakeholders within the charity, to enable sound financial decision-making and to ensure funds are used effectively.

The facilities and IT team has continued to seek out environmentally friendly activities, focusing on replacing lighting, cleaning products and office supplies with eco-friendly alternatives wherever possible. We have committed to a cross-site eco-audit to evaluate our environmental performance and identify areas where we can further improve.

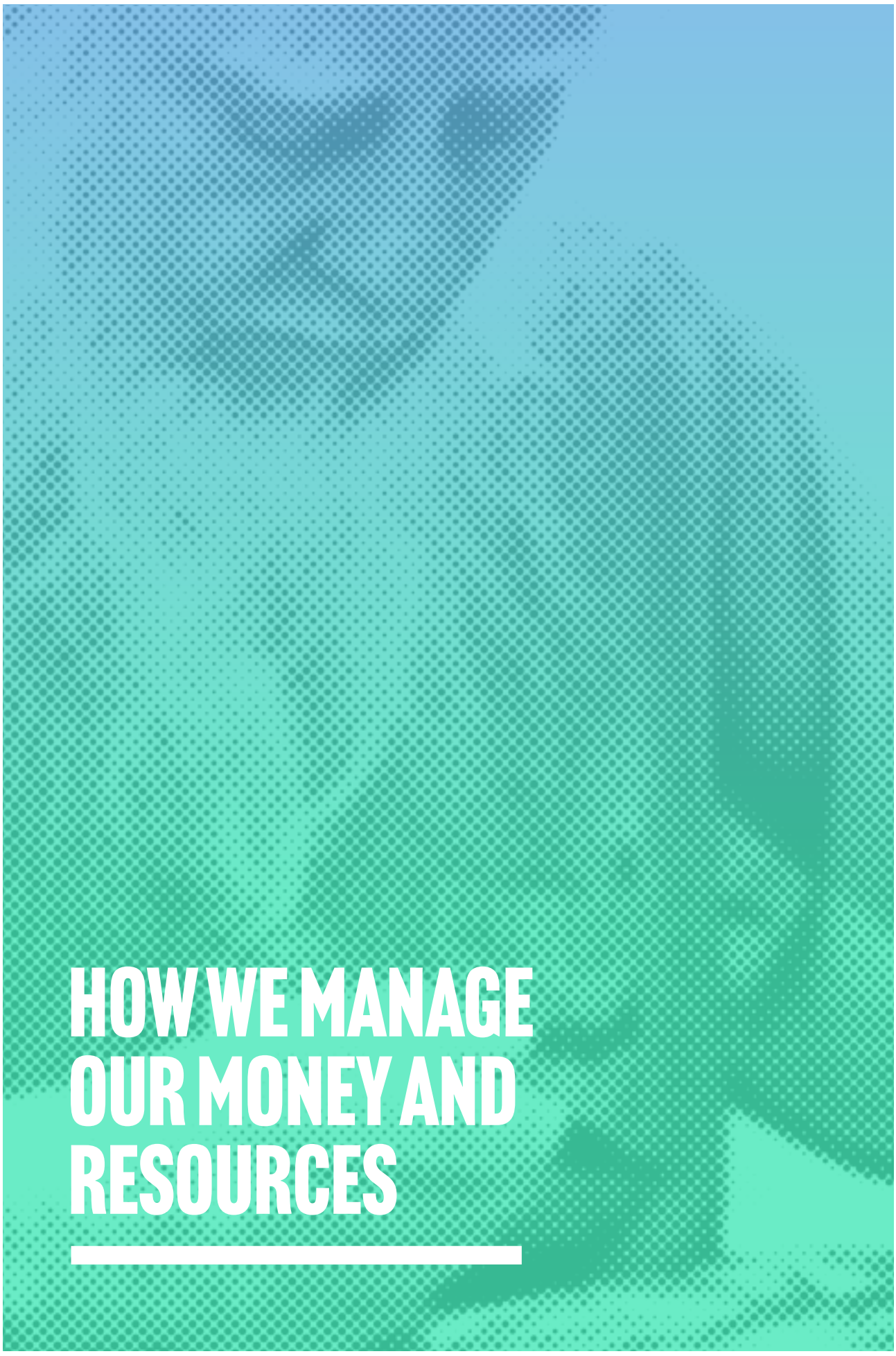
Continuing our drive to more flexible and robust working, we have projects ongoing to transition us to Microsoft SharePoint and cloud-based working.

Finally, a major client-shower refurbishment programme has been planned and approved, ensuring that these facilities are modernised and therefore fit for purpose for years to come.



We're upgrading our IT to help us work more efficiently.

Photo: Marc Gascoigne



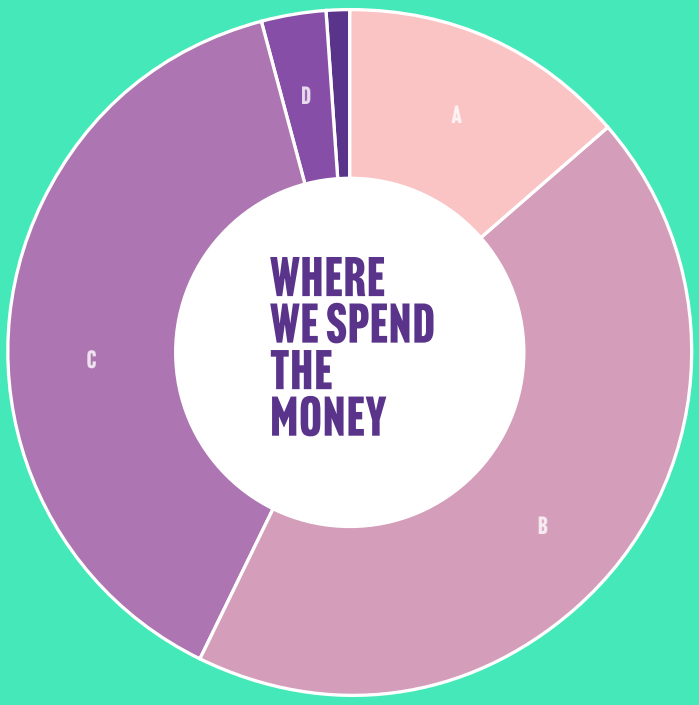
HOW WE MANAGE OUR MONEY AND RESOURCES

Photo: Marc Gascoigne

All of the work you can read about in this report was made possible by the commitment and generosity of individuals, organisations, grant funders and companies who share our determination to end rough sleeping.

We can't thank you all enough for your support.





Our resources

We raised £5.1m (2023: £4.9m) from the following sources:

- **A** Statutory: £595K (2023: 277k)
- **B** Corporates, Groups, Trusts and earned £1.509m (2023: £1.461m)
- **C** Individuals and Events (inc. legacies): £1.742m (2023: £1.896m)
- **D** St Martin-in-the-Fields Charity: £800k (2023: £800k)
- **E** The Friends of The Connection of St Martin's: £388k (2023: £418k)

We spent £5.6m (2023: £5.6m) to improve the lives of people who are homeless and sleeping rough:

- **A** Fundraising costs: £758k (2023: £780k)

Charitable activites

- **B** Engagement & Assessment: £2.441m (2023: £2.163m)
- **C** Recovery: £2.146m (2023: £2,101m)
- **D** Impact and Evidence: £160k (2023: £246k)
- **E** Enterprise: £61k (2023: £47k)

Though our service delivery was able to take place broadly uninterrupted throughout the year, our financial performance in the 2023/24 year continued to be affected by the impact of the increased cost of living, with inflationary pressure on costs only partly offset by the increase in income compared to the previous year and budget. The 2023/24 budget, adopted in March 2023, had predicted a total deficit of £1.3m, with a drawdown of £0.5m from designated funds to further invest in service delivery, strategic projects and improvements to our wider infrastructure. The reported deficit of £458k (2023: £485k) is significantly lower than expected, which is the result of both increased funding and cost efficiencies.

Total income of £5.1m (2023: £4.9m) was £1.1m above budget, which was set based on prudent assumptions following the impact of the cost-of-living crisis on public giving in the previous year. The over-performance against budget was largely driven by higher levels of statutory income (£0.5m above budget), including funding for our new service at St. Martin's House £0.3m, the Rough Sleeping Accommodation Project £0.1m, and additional services relating to Severe Weather Emergency Protocols £0.1m. In addition, we have received generous donations from individuals of £1.0m across the year, and Legacy gifts of £0.8m, including one over £0.3m, combining to exceed budget by £0.3m. Corporate £0.8m and Trusts, Foundations and Groups £0.6m, were £0.1m ahead of budget, whilst earned income from St Martin's House £0.1m had not been expected at the time of budgeting.

£1.5M

came from corporate, community trusts and earned income

Expenditure in total was £5.6m (2023: £5.3m), which was £0.3m above budget. Of this total, £3.6m (2023: £3.4m) related to staffing costs, and £2.0m (2023: £2.0m) to non-pay costs. Staffing costs were £0.2m lower than budgeted, due to longer vacant periods associated with several roles during the year, partly offset by the use of agency staff and locums to provide cover for our vital services. The annual inflationary pay uplift, as determined by the National Joint Council of Unions, was in line with our budgeted assumptions. Non-pay costs were £0.4m higher than budgeted, due to premises and running costs associated with our new service at St Martin's House, coupled with higher running costs linked to energy, rent, rates and services at our Adelaide Street building.

At 31 March 2024, the charity's net assets were £2.8m (2023: £3.1m), reflecting the deficit incurred in the year. Further details are given below in the discussion of our reserves.

As inflation continues to impact our cost base and there is ongoing uncertainty surrounding sustained income growth, 2024/25 is likely to be challenging from a financial perspective. The trustees have agreed a prudent deficit budget of £0.6m to ensure that we can continue to invest appropriately in service delivery and supporting infrastructure. However, this has been approved in the context of seeking and identifying in-year efficiencies and additional funding, with a view to returning to a break-even budget in 2025/26. Further consideration of the outlook for the coming year can be found in the section on Going Concern.

Principal sources of income

The Connection at St Martin's has a diverse range of income sources, which break down into five broad categories:

A Income received from statutory sources, totalling £0.6m (2023: £0.3m), increased this year following the introduction of our new service at St Martin's House, which attracted funding from the Greater London Authority (GLA). Further details of statutory income are provided in note 3B to the Financial Statements.

B A grant of £0.8m (2023: £0.8m) from St Martin's Charity related to monies raised from the BBC Radio 4 Christmas Appeal. We continue to work closely with St Martin's Charity to use these funds to support our beneficiaries.

C Income from The Friends of The Connection of St Martin's, totalling £0.4m (2023: £0.4m).

D Income from individuals and event income, totalling £1.7m (2023: £1.9m). Included in this figure are the generous legacies referred to above of £0.8m (2023: £1.1m) and Major Gifts of £0.5m (2023: £0.4m).

E Corporate, community, trusts and earned income of £1.6m (2023: £1.5m). Funding from these sources has remained relatively consistent with the prior year, indicating he post-pandemic stabilisation of these income streams.

Expenditure

Of our expenditure, 86% (2023: 85%) was on charitable activities, with the rest expended on raising funds to support the organisation in delivering its mission. Fundraising costs have remained stable this year following investment in the prior year to increase resource within the team. This has kept us on track to achieve our targeted growth in income generation in the coming years. Our most significant area of expenditure is on staffing at 64% (2023: 63%), with the remainder being primarily made up of building costs and support (administration, IT and training) and goods and services provided in support of our clients. Expenditure has increased by £0.2m compared to last year, which is largely linked to increased commitments under statutory funding agreements.

Details of expenditure to deliver our services are given in note 5 of the financial statements.

Principal risks and uncertainties

The Board of Trustees reviews its exposure to risk and maintains a risk register, identifying the level of exposure to any material risks with a constant view to improve systems and procedures that will mitigate them. This register is overseen by the Director of Finance and Resources. The Connection at St Martin's additionally has a more detailed register of operational risks, which addresses the exposure of our staff and volunteers to risk through the nature of our work with clients.

The principle risks identified are:

Risk	Response
Our Theory of Change is not effective in people moving away from the streets and there is no evidence to support this	Strong system for monitoring, evaluation & learning which demonstrates impact; Investment in qualitative external evaluation to provide in-depth evidence
Safeguarding concerns and service delivery incidents occur as a result of our change in approach	Training and development for service teams; clear policies, processes and reporting of incidents; strong governance oversight of incidents and their causes; build strong relationships with adult social care in local authorities to bring credibility to requests
It is not possible to access additional accommodation due to shortages of housing stock, high rents and/or insufficient funding	Strong offer of support; good relationship with local authority; flexibility around location of property
A rise in rough sleeping significantly increases need for our services	Partnership working with other services; good, proactive assessment system and close monitoring of clients; clear signposting of what we are here for and what we can and can't offer.
Income from statutory and/or voluntary sources doesn't meet budget	Ensure a diverse funding portfolio across a range of funding streams; produce fundraising projections over the medium/long term to plan income; create detailed fundraising strategy; communications strategy in place; increased use of analytics to assist forecasting; Increased in-year forecasting to predict outcomes.
The 18 Keys project fails	Worst-case planning of adapting existing service model to a women's only space, emphasising community space and psychological support

Risk	Response
Inability to recruit and retain a staff team with the right relationship development skills to deliver our theory of change	Strong recruitment process with applicant tracking system in place; emphasis on CSTM as a great place to work; increase support for staff with lived experience; continue to develop organisational culture; develop volunteering to build a pipeline of potential new staff
Issues with the lease prevent our ability to deliver services from the building, and we overspend on services which could be shared with cross-site partners	Lease negotiations progressed and reviewed; participation in cross-site initiatives covering back-office functions; offer flexibility on use of space in ways which don't negatively impact CSTM operations
Cyber risks, including IT systems failure resulting in loss of data or business functionality	Independent review of IT provision; audit of IT hardware and infrastructure; good policies and procedures covering GDPR and use of IT; update IT system (incl back up); put strong IT provider in place; put in place IT disaster recovery plan; provide staff training in new system; longer term IT strategy in place; business continuity plans including communications protocols
Major Health and Safety Incident	Compliance with law and regulation; H&S induction with all staff; update health and safety policy and procedures; Quality, Policy and Compliance Sub Committee in place; relaunch staff reps forum to raise issues and concerns; incident management policy and regular incident review; biennial H&S Audits & Fire Risk Assessments; enact changes based on reports from H&S Audit and Fire Risk Assessment
Financial fraud	Strong financial procedures and controls; good audit in place; further segregation of duties
Significantly increased operating costs resulting from the cost of living crisis and prevailing high inflation rates.	Regular oversight of financial performance and forecasts at the Finance Subcommittee; procurement approach embedded to seek value for money; regular budget meetings with staff team; emergency fundraising appeal to cover exceptional costs

Reserves policy and going concern

Going concern

The Charity has sufficient reserves in place for the medium term. There is still some uncertainty about the wider fundraising environment. This is combined with ongoing inflationary pressure on both pay and non-pay costs. Within this context, the 2024/25 budget indicates a moderate deficit, under the assumption of sensible growth to some fundraising streams, offset by increasing expenditure to maintain resourcing levels and continue to develop our supporting infrastructure. The targeted minimum level of reserves remains at least £1.7m. There continues to be an emphasis on identifying and implementing cost-saving measures to ensure that we remain ahead of this target. The trustees are reviewing financial performance, along with short- and medium-term financial forecasts, and are confident that the charity's reserves are adequate to meet our requirements in the coming year.

The charity's reserves policy has been reviewed in light of the 2023/24 results, with some movements in designated funds. A more detailed assessment of the reserves policy will be undertaken once there is more certainty around current year performance. Trustees have reviewed a forecast covering the period to the end of 2025/26 and will also review projections for the next three and five years, to give further consideration for the medium-term impact on reserve balances, along with any potential mitigating actions. The trustees are comfortable over the use of the going concern basis in the preparation of the financial statements.

Reserves

The Board regularly monitors the level of unrestricted reserves on the charity's balance sheet. This is done to ensure the continuation of The Connection's services for the foreseeable future. The Charity's reserves policy was reviewed at the 2023/24 year-end. Total funds amount to £2.8m (2023: £3.1m) of which £0.1m is restricted, including £90k for service delivery projects, £43k for improvement works to our showers at Adelaide Street, and £5k for an eco-audit due to be carried out in the summer of 2024.

The Connection's total unrestricted reserves, excluding tangible fixed assets, amount to £2.5m (2023: £3.0m) and include both the general funds and those funds designated by the Board to develop specific areas of charitable work and to meet potential future obligations.

Included in the unrestricted funds are the following funds that the Board has designated for specific purposes.

A A Capital Replacement Reserve of £935k (2023: £849k), designated to cover the cost of maintaining the infrastructure at Adelaide Street over the medium term.

B A Risk Reserve of £912k (2023: £964k), designated for the purposes of covering the cost of winding down the operations of the charity in the event of a sudden and irreparable drop in income. The cost includes the value of onerous contracts and obligated payments to staff and is recalculated at each year-end to ensure that the estimates remain valid.

C A Legacy Garden reserve of £94k, to cover the cost of a memorial garden to the poet Jenny Joseph, following the receipt of a large legacy in 2020.

Full details of reserves and designations are given in notes 19 and 20.

Structure, governance and management

The Connection at St Martin-in-the-Fields is a charitable company limited by guarantee, incorporated on 4 October 1999 and registered as a charity on 12 November 1999.

The company was established under a memorandum of association which set out the objects and powers of the charitable company and is governed under its articles of association.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 7 to the accounts.

Our trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Tim Jones	Chair	**Luc Leclercq**	
Jill Kyne	Treasurer	**Kunal Krishna**	
Simon Rawson		**Alicia Walker**	
Keith Starling		**Frances Stainer**	
Peter Warren		**Melvene Adams**	Appointed 18/04/2023
Revd Dr Sam Wells		**Anna Payton**	Appointed 11/07/2023
Maeve Walsh		**Jakes Ferguson**	Appointed 11/07/2023
Catherine Cherry		**Olivia Blaney**	Appointed 11/07/2023

Key management personnel

Pam Orchard	Chief Executive	**Lanner Feltham**	Director of Fundraising Maternity Cover, August 2023 onwards
Sarah Makhlouf	Director of Services	**Tony Wells**	Director of Finance and Resources (resigned December 2023)
Elizabeth Charles	Director of Fundraising and Communications (maternity leave from August 2023 onwards)	**Iain Chance**	Director of Finance and Resources, March 2024 onwards

Auditors	Sayer Vincent LLP, 110 Golden Lane, London, EC1Y 0TG
Bankers	Coutts, 440 Strand, London, WC2R 0QS
Investment advisors	CCLA, Senator House, 85 Queen Victoria Street, London, EC4V 4ET
Solicitors	Russell Cooke, 2 Putney Hill, London, SW15 6AB

Appointment of trustees

There is an open recruitment process for new trustees, which takes place on a cyclical basis. A Nominations Committee comprising existing board members selects and proposes new trustees to the main board.

Trustee induction and training

The Trustees came together as a group for a one-day programme at The Connection and have followed up with individual meetings with the Leadership Team and other staff.

Related parties and relationships with other organisations

Transactions we have with the St Martin-in-the-Fields organisations include:

- **Paying an annual licence fee for use of the building;**
- **Payments for our share of utilities and other cross-site costs;**
- **Receiving a grant from St Martin's Charity related to the BBC Radio 4 Christmas Appeal;**
- **Receiving a grant from St Martin's Development Trust related to the 18 Keys Building Project.**

The related parties who are able to exert influence over these are:

- **Sam Wells, Vicar of St Martin's, who has a governance role in each organisation on site, including as a trustee of The Connection.**
- **Melvene Adams, who is a trustee of The Connection and the St Martin's Trust, and a church warden of the St Martin's Parochial Church Council.**

Remuneration policy for key management personnel

The remuneration of the CEO is set on a National Joint Council (NJC) related scale so tied into other staff pay increases. The National Joint Council is the negotiating body which determines pay and conditions for local government services.

Pay for other key management personnel has been reviewed by the Remuneration and Nominations Committee. All are set on NJC-related pay scales, so are subject to the same cost of living increases as staff.

Public benefit statement

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure that the charity's aims, objectives and activities remain focused on our stated purposes.

When carrying out this review of the charity's aims, objectives and future plans, the trustees refer to the Charity Commission's guidance on public benefit. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set. The trustees are satisfied that the charity is operating for the public benefit.

Statement of trustees responsibilities

The trustees (who are also directors of The Connection at St Martin-in-the-Fields for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 group

and of the incoming resources and application of resources, including the income and expenditure, of the charitable company or group for that period. In preparing these financial statements, the trustees are required to:

- **Select suitable accounting policies and then apply them consistently**
- **Observe the methods and principles in the Charities SORP**
- **Make judgements and estimates that are reasonable and prudent**
- **State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements**
- **Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation**

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and 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 group 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 auditor is unaware**
- **The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information**

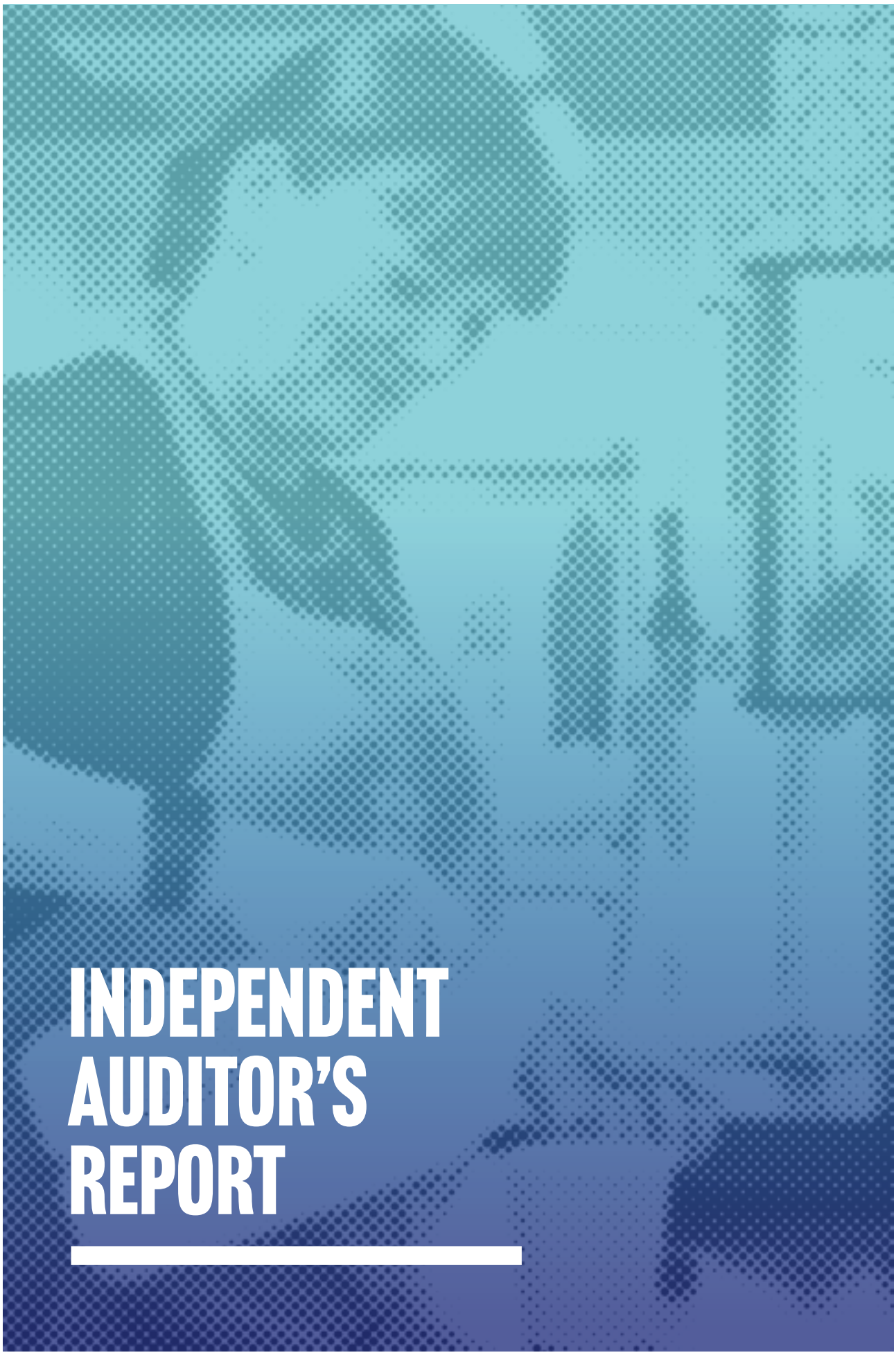
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at year end date was 16 (2023: 12). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

The trustees' annual report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The trustees' annual report has been approved by the trustees on 17 September and signed on their behalf by

Tim Jones, Chair of Trustees



INDEPENDENT AUDITOR'S REPORT

Photo: Marc Gascoigne

Independent auditor's report to the members of The Connection at St Martin-in-the-Fields

Opinion

We have audited the financial statements of The Connection at St Martin-in-the-Fields (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2024 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- **Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2024 and of the group's 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**
- **Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011**

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion. of maintaining the infrastructure at Adelaide Street over the medium term.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on The Connection at St Martin-in-the-Fields's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the trustees' annual report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- **The information given in the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements**
- **The trustees' annual report, has been prepared in accordance with applicable legal requirements**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report,

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- **Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or**
- **The parent charitable company 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 directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.**

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charites Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's/ group's policies and procedures relating to:

- **Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;**
- **Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;**
- **The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.**
- **We inspected the minutes of meetings of those charged with governance.**
- **We obtained an understanding of the legal and regulatory framework that the charity/ group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity/group from our professional and sector experience.**
- **We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.**
- **We reviewed any reports made to regulators.**

- **We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.**
- **We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.**
- **In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.**

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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 and 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 members those matters we are required to state to them in an auditor's 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.

Judith Miller (Senior statutory auditor)
05/12/24

for and on behalf of Sayer Vincent LLP, Statutory Auditor, 110 Golden Lane, London, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

The Connection at St Martin-in-the-Fields

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2024

Company registration number: 03852519

	Note	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Income from:							
Donations and legacies	2	3,379,728	273,029	**3,652,757**	3,624,249	42,670	**3,666,919**
Charitable activities							
Engagement & Assessment	3	-	578,432	**578,432**	-	492,253	**492,253**
Recovery	3	117,108	456,015	**573,123**	199,755	294,630	**494,385**
Enterprise	3	11,331	35,000	**46,331**	2,094	60,000	**62,094**
Other trading activities	4	183,968	-	**183,968**	119,581	-	**119,581**
Interest receivable and Investments		49,613	-	**49,613**	17,041	-	**17,041**
Total income		3,741,747	1,342,476	**5,084,223**	3,962,720	889,553	**4,852,273**
Expenditure on:							
Raising funds	5a	757,966	-	**757,966**	779,610	-	**779,610**
Charitable activities							
Engagement & Assessment	5a	1,865,170	575,361	**2,440,531**	1,660,718	502,253	2,162,971
Recovery	5a	1,461,635	684,622	**2,146,257**	1,734,761	366,170	**2,100,931**
Impact & Evidence	5a	159,871	-	**159,871**	246,417	-	**246,417**
Enterprise	5a	13,229	47,721	**60,950**	-	47,279	**47,279**
Total expenditure		4,257,872	1,307,703	**5,565,575**	4,421,506	915,702	**5,337,208**
Net income/(expenditure) for the year and net movement in funds	6	(516,125)	34,773	**(481,352)**	(458,786)	(26,149)	**(484,935)**
Net gains/(losses) on investments		108,416	-	**108,416**	(16,877)	-	**(16,877)**
Net movement in funds:		(407,709)	34,773	**372,936**	(475,663)	(26,149)	**(501,812)**
Reconciliation of funds:							
Total funds brought forward		3,039,042	103,090	**3,142,132**	3,514,705	129,239	**3,643,944**
Total funds carried forward		2,631,334	137,863	**2,769,196**	3,039,042	103,090	**3,142,132**

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 20a to the financial statements.

The Connection at St Martin-in-the-Fields

Balance sheet as at 31 March 2024

Company registration number: 03852519

	Note	The Group 2024 £	The Group 2023 £	The Charity 2024 £	The Charity 2023 £
Fixed assets:					
Tangible assets	10	134,785	76,091	134,785	76,091
Investments	12	934,500	826,084	934,500	828,084
		1,069,285	**902,175**	**1,069,285**	**904,175**
Current assets:					
Stock		5,825	10,554	5,825	10,554
Debtors	11	381,012	171,798	381,012	189,388
Cash at bank and in hand		1,779,652	2,373,516	1,779,652	2,364,116
		2,166,489	**2,555,868**	**2,166,489**	**2,564,058**
Liabilities:					
Creditors: amounts falling due within one year	13	466,578	315,911	466,578	315,911
Net current assets / (liabilities)		**1,699,911**	**2,239,957**	**1,699,911**	**2,248,147**
Total net assets / (liabilities)		**2,769,196**	**3,142,132**	**2,769,196**	**3,152,322**
The funds of the charity:					
Restricted income funds	20	137,863	103,090	137,863	103,090
Unrestricted income funds:					
Designated funds	20	2,017,415	2,427,851	2,017,415	2,427,851
General funds		613,919	611,191	613,919	621,381
Total unrestricted funds		**2,631,334**	**3,039,042**	**2,631,334**	**3,049,232**
Total charity funds		**2,769,196**	**3,142,132**	**2,769,196**	**3,152,322**

Approved by the Trustees on 17th September and signed on their behalf by

Mr Tim Jones
Chair of Trustees

The Connection at St Martin-in-the-Fields

Statement of cash flows for the year ended 31 March 2024

Company registration number: 03852519

Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2024 £	2023 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	**(481,352)**	**(484,935)**
Receipt of net liabilities and working capital from Show Your Connection	**(8,729)**	**0**
Depreciation charges	**27,338**	**17,789**
Dividends, interest and rent from investments	**(49,613)**	**(17,041)**
(Increase)/decrease in stocks	**4,729**	**719**
(Increase)/decrease in debtors	**(209,214)**	**309,216**
Increase/(decrease) in creditors	**150,667**	**(72,351)**
Net cash (used in) operating activities	**(566,173)**	**(246,603)**

	2024 £		2023 £	
Cash flows from operating activities				
Net cash (used in) operating activities		**(566,173)**		**(246,603)**
Cash flows from investing activities:				
Dividends, interest and rents from investments	49,613		17,041	
Purchase of fixed assets	(77,303)		(35,099)	
Net cash provided by / (used in) investing activities		**(27,691)**		**(18,058)**
Change in cash and cash equivalents in the year		**(593,864)**		**(264,661)**
Cash and cash equivalents at the beginning of the year		**2,373,516**		**2,638,177**
Cash and cash equivalents at the end of the year		**1,779,652**		**2,373,516**

The Connection at St Martin-in-the-Fields

Notes to the financial statements for the year ended 31 March 2024

Company registration number: 03852519

1. Accounting policies

a) Statutory information

The Connection at St Martin-in-the-Fields is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is 12 Adelaide Street, London, WC2N 4HW.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

These financial statements consolidate the results of the charity and its wholly-owned subsidiary Show Your Connection Limited on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charity itself is not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income from Statutory and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.
For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

Income from sales of goods is recognised once the significant risks and rewards of ownership of the goods has been transferred to the buyer.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Interest receivable and investment income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank. Investment income includes realised and unrealised income from investment assets.

g) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Allocation of direct support and indirect costs

Resources expended are allocated to the particular activity to which the expenditure directly relates. Support and indirect costs are also apportioned to those activities based on the allocation methodology shown below. Support costs are the costs that can be directly attributed to all areas of the organisation and include essentials such as the building, staff training, utilities, insurance, IT, and telephones. Indirect costs are the costs of HR, Finance and Leadership. Depending on the nature of the expenditure, the most appropriate of the two allocation methodologies below is used to allocate that expenditure to the appropriate activity. The percentages used for these allocations are shown below.

	Headcount FTE	Floor Area
Engagement & Assessment	40%	51%
Recovery	22%	24%
Impact & Evidence	3%	3%
Enterprise	0%	0%
Fundraising & Communications	19%	9%
Finance	4%	3%
Human Resources	5%	4%
Leadership & Governance	8%	6%

1. Accounting policies (continued)

k) Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the minimum lease term.

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £2,500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.
Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Fixtures, fittings and equipment: 5 years
- IT hardware: 3 years
- Property: 50 years.

In all cases depreciation is calculated using the straight line method. The freehold property is not depreciated. See note 10 for depreciation of the leasehold property

m) Stocks

Stocks are stated at the lower of cost and net realisable value. Stock consists of goods for sale and café food supplies.

n) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.
Prepayments are valued at the amount prepaid net of any trade discounts due.

o) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. This does not include any cash held within the charity's investment portfolio.

p) Investments

Listed investments are valued at the quoted bid price at the reporting date.

r) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

s) Pensions

Contributions to the Connection at St Martin's money purchase pension schemes are recognised when the liability is due to be paid to the pension provider.

t) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2. Income from donations and legacies

			2024			2023
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Corporate	482,383	4,050	**486,433**	524,749	9,500	**534,249**
Community	49,755	-	**49,755**	17,323	-	**17,323**
Major donors	502,068	2,000	**504,068**	340,875	-	**340,875**
Individuals	272,218	-	**272,218**	340,768	500	**341,268**
Legacies	765,988	-	**765,988**	1,070,329	-	**1,070,329**
Trusts	119,750	81,500	**201,250**	103,670	-	**103,670**
St Martin-in-the-Fields Charity*	800,000	-	**800,000**	800,000	-	**800,000**
Friends of The Connection at St Martin's*	387,566	-	**387,566**	417670	-	**417,670**
St Martin-in-the-Fields Development Trust*	-	185,479	**185,479**	-	32,670	**32,670**
Donations in Kind	-	-	**-**	8,865	-	**8,865**
	3,379,728	273,029	**3,652,757**	3,624,249	42,670	**3,666,919**

*Related parties.

3. Income from charitable activities

			2024			2023
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Engagement & Assessment						
Corporate	-	142,218	**142,218**	-	206,690	**206,690**
Statutory	-	326,316	**326,316**	-	188,237	**188,237**
Major donors	-	-	**-**	-	25,500	**25,500**
Individuals	-	57,863	**57,863**	-	29,026	**29,026**
Trusts	-	52,035	**52,035**	-	42,800	**42,800**
Sub-total for Engagement & Assessment	-	**578,432**	**578,432**	-	492,253	**492,253**
Recovery						
Statutory	-	268,998	**268,998**	-	88,613	**88,613**
Corporate	-	90,800	**90,800**	-	75,000	**75,000**
Charges to residents	117,108	-	**117,108**	199,755	-	**199,755**
Trusts	-	96,217	**96,217**	-	131,017	**131,017**
Sub-total for Recovery	117,108	456,015	**573,123**	199,755	294,630	**494,385**
Enterprise						
Corporate	-	35,000	**35,000**	-	60,000	**60,000**
Earned	11,331	-	**11,331**	2,094	-	**2,094**
Sub-total for Enterprise	11,331	35,000	**46,331**	2,094	60,000	**62,094**
Total charitable activities	128,439	1,069,447	**1,197,886**	201,849	846,883	**1,048,732**

3b. Breakdown of Statutory income sources

		2024	2023
Source	**Nature**	**Amount £**	**Amount £**
Westminster City Council	Westminster Outreach Contract	**75,000**	**75,000**
Westminster City Council	Winter Personalisation Fund	**-**	**100,000**
Westminster City Council	Severe Weather Emergency Protocol Activation	**69,587**	**13,237**
Westminster City Council	Rough Sleeping Accommodation Project	**94,164**	**-**
Westminster City Council	Additional Emergency Accommodation Funding - London hotel	**82,665**	**-**
Westminster City Council	Support	**5,560**	**-**
Wandsworth Council	Supporting People Contract	**-**	**82,816**
Wandsworth Council	Discretionary support	**-**	**5,797**
Other Statutory funding	Single Homelessness Accommodation Programme	**268,338**	**-**
		595,314	**276,850**

4. Income from other trading activities

	2024			2023		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Events	142,106	-	**142,106**	88,783	-	88,783
Trading income	12,809	-	**12,809**	8,705	-	8,705
St Martin's annual pilgrimage	1,448	-	**1,448**	2,147	-	2,147
Room bookings	27,604	-	**27,604**	19,946	-	19,946
	183,968	-	**183,968**	119,581	-	119,581

5a. Analysis of expenditure (current year)

		Charitable activities							
	Raising funds £	Engagement and Assessment £	Recovery £	Impact and Evidence £	Enterprise £	Governance costs £	Support costs £	2024 Total £	2024 Total £
Staff costs (Note 7)	424,588	1,325,929	885,099	80,965	37,956	-	799,863	3,554,400	3,379,394
Other direct costs	78,789	85,308	556,679	20,107	23,117	15,480	-	779,480	839,541
Facilities & IT	-	-	-	-	-	-	996,329	996,329	929,096
Catering	-	-	-	-	-	-	68,394	68,394	58,802
Strategy & Leadership	-	-	-	-	-	-	16,244	16,244	10,284
Finance	-	-	-	-	-	-	27,364	27,364	21,331
People & Culture	-	-	-	-	-	-	91,889	91,889	61,260
Data Protection	-	-	-	-	-	-	3,297	3,297	1,246
Communications	-	-	-	-	-	-	28,178	28,178	36,253
	503,377	1,411,238	1,441,778	101,071	61,073	15,480	2,031,559	**5,565,575**	**5,337,207**
Support costs	252,458	1,022,430	698,443	58,350	(123)	-	(2,031,559)	-	-
Governance costs	2,132	6,863	6,036	450	-	(15,480)	-	-	-
Total expenditure 2024	**757,966**	**2,440,531**	**2,146,257**	**159,871**	**60,950**	**-**	**-**	**5,565,575**	**-**
Total expenditure 2023	779,610	2,162,971	2,100,931	246,417	47,279	-	-	-	**5,337,207**

5b. Analysis of expenditure (prior year)

		Charitable activities						
	Raising funds £	Engagement and Assessment £	Recovery £	Impact and Evidence £	Enterprise £	Governance costs £	Support costs £	2023 Total £
Staff costs (Note 7)	473,721	1,093,419	901,583	139,118	41,210	-	730,343	3,379,394
Other direct costs	79,561	150,772	564,709	23,940	6,069	14,490	-	839,541
Facilities & IT	-	-	-	-	-	-	929,096	929,096
Catering	-	-	-	-	-	-	58,802	58,802
Strategy & Leadership	-	-	-	-	-	-	10,284	10,284
Finance	-	-	-	-	-	-	21,331	21,331
People & Culture	-	-	-	-	-	-	61,260	61,260
Data Protection	-	-	-	-	-	-	1,246	1,246
Communications	-	-	-	-	-	-	36,253	36,253
	553,282	1,244,191	1,466,292	163,058	47,279	14,490	**1,848,615**	**5,337,207**
Support costs	274,579	761,799	725,447	86,789	-	-	(1,848,615)	-
Governance costs	2,152	5,971	5,686	680	-	(14,490)	-	-
Total expenditure 2023	830,013	2,011,961	2,197,425	250,527	47,279	-	-	**5,337,207**

6. Net income / (expenditure) for the year

This is stated after charging:

	2024 £	2023 £
Depreciation	**27,338**	17,789
Operating lease rentals:		
Property*	**369,103**	331,097
Other	**10,947**	13,051
Auditors' remuneration (excluding VAT):		
Audit	**12,900**	12,075

* A licence fee is paid to St Martin's Church of £135,000 (2023: £130,000). In addition, St Martin's Church was reimbursed £234,103 (2023: £201,097) for costs incurred on behalf of the charity. St Martin's Church is regarded as a related party since one of the St Martin's Church Trustees is also Trustee of The Connection at St Martin's.

7. Analysis of staff costs, Trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	**2,918,705**	2,858,027
Redundancy and termination costs	**1,100**	7,500
Social security costs	**303,968**	309,648
Employer's contribution to defined contribution pension schemes	**133,425**	138,385
Agency staff (sickness and holiday cover and third party)	**197,202**	65,834
	3,554,400	3,379,394

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2024 no.	2023 no.
£60,000 - £69,999	**1**	2
£70,000 - £79,999	**-**	-
£80,000 - £89,999	**-**	1
£90,000 - £99,999	**1**	-

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £351,442 (2023: £323,001).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2023: £nil). No charity trustee received payment for professional or other services supplied to the charity (2023: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2023: £nil) incurred by no (2023: none) members relating to attendance at meetings of the trustees.

8. Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 76 (2023: 78). The full time equivalent head count for the year was 70 (2023: 72).

Staff are split across the activities of the charitable company as follows, based on full time equivalents:

	2024 no.	2023 no.
Raising funds	9.2	11.1
Engagement & Assessment	25.9	25.3
Recovery	14.4	18.9
Impact & Evidence	1.8	3.2
Enterprise	0.7	0.7
Support staff, including governance	18.4	13.1
	70.3	72.3

9. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10. Tangible fixed assets (group and charity)

	Assets Under Construction	Freehold property & improvements £	Leasehold property £	Fixtures, fittings & equipment £	IT hardware £	Total £
Cost or valuation						
At the start of the year	-	87,595	1	127,421	292,940	**507,957**
Additions in year	65,207	-	-	-	12,096	**77,303**
Disposals in year	-	-	-	(30,013)	(15,934)	**(45,948)**
At the end of the year	65,207	87,595	1	97,408	289,102	**539,313**
Depreciation						
At the start of the year	-	40,382	-	121,944	269,540	**431,866**
Charge for the year	-	-	-	2,877	15,732	**18,609**
Eliminated on disposal	-	-	-	(30,013)	(15,934)	**(45,947)**
At the end of the year	-	40,382	-	94,807	269,338	**404,528**
Net book value At the end of the year	65,207	47,213	1	2,600	19,763	**134,785**
At the start of the year	-	47,213	1	5,477	23,400	**76,091**

Property with a value of £87,595 (2023: £87,595) is included in freehold property and no longer depreciated because the directors are confident that the market value exceeds the net book value. The Connection at St Martin's owns the freehold on St Martin's House, which is on a long lease at a peppercorn rent to L&Q Housing. L&Q refurbished and manage the property and lease it back to The Connection at St Martin's.

The Board of Trustees consider that due to restrictive covenants placed on the use of 12 Adelaide Street, the leasehold property has no commercial value, and a nominal amount of £1 is included in the financial statements.

All of the above assets are used for charitable purposes.

11. Debtors

	The Group		The Charity	
	2024 £	**2023 £**	**2024 £**	**2023 £**
Trade debtors	**68,385**	44,381	**68,385**	42,303
Prepayments	**72,378**	92,958	**72,378**	92,958
Accrued income	**227,893**	21,291	**227,893**	21,291
Amounts owed by group undertaking	**-**	-	**-**	19,668
Other Debtors	**12,357**	13,168	**12,357**	13,168
	381,012	171,798	**381,012**	189,388

12. Investments (group and charity)

	2024 £	**2023 £**
Market Value at beginning of year	**826,084**	842,961
Gains / (losses) on re-measurement to fair value	**108,416**	(16,877)
Market Value	**934,500**	826,084
Historical cost	**750,000**	750,000

All current asset investments are units in shares held in the COIF Charities Investment Fund which is traded on a regular basis. The total gain recognised on these investments in the period was £108,416 (2023: loss of £16,877) representing the fair value re-measurements shown above.

13. Creditors: amounts falling due within one year

	The Group		The Charity	
	2024 £	**2023 £**	**2024 £**	**2023 £**
Trade creditors	**162,450**	45,216	**162,450**	45,216
Taxation and social security	**77,962**	76,520	**77,962**	76,520
Accruals	**132,432**	135,394	**132,432**	135,394
Deferred income (note 14)	**77,253**	35,000	**77,253**	35,000
Other creditors	**16,482**	23,781	**16,482**	23,781
	466,578	315,911	**466,578**	315,911

14. Deferred income

Deferred income of £77,253 (2023: £35,000) represents grants and statutory income received in advance of the year end for intended application after 31 March 2024. No income was deferred for more than one year (2023: £0)

	The Group		The Charity	
	2024 £	**2023 £**	**2024 £**	**2023 £**
Balance at the beginning of the year	**35,000**	35,000	**35,000**	35,000
Amount released to income in the year	**(54,000)**	(35,000)	**(54,000)**	(35,000)
Amount deferred in the year	**96,253**	35,000	**96,253**	35,000
Balance at the end of the year	**77,253**	35,000	**77,253**	35,000

15. Creditors: amounts falling due after one year

The charity has no liabilities falling due after one year.

16. Pension scheme

The company operates a defined contribution purchase pension scheme for qualifying employees.
There are defined contribution schemes not open to new staff. The schemes are:

- Peoples Pension (DC). Members at year end date: 67
- Scottish Widows Pension (DC). Members at year end date: 6
- Friends Life#1 & Engage Mutual Insurance. One member each at year end date in these DC schemes (Total 2)

17. Subsidiary undertaking

The charity owns the whole of the issued ordinary share capital of Show Your Connection Limited, a company registered in England. The company number is 12510611. The registered office address is 12 Adelaide Street, London WC2N 4HW.

The subsidiary is used for non-primary purpose trading activities. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits are distributed under Gift Aid to the parent charity.

The trustee Keith Starling, together with the Chief Executive were also directors of the subsidiary.

Our trading subsidiary, Show Your Connection Limited, was wound up on 17th November 2023 and its net assets were transferred to the Charity.

A summary of the results of the subsidiary is shown below:

	2024 £	2023 £
Turnover	**13,076**	51,056
Gross profit / (loss)	**13,076**	**51,056**
Administrative expenses	**55**	191
Management charge payable to parent undertaking	**12,530**	47,078
Profit/(loss) on ordinary activities before interest and taxation	**491**	**3,786**
Profit / (loss) for the financial year	**491**	**3,786**

Retained earnings

Total retained earnings brought forward	(8,190)	(11,976)
Profit / (loss) for the financial year	**491**	**3,786**
Total retained earnings at period end	**(7,698)**	**(8,190)**

The aggregate of the assets, liabilities and reserves, as at 17th November 2023, was:

Assets	**-**	11,478
Liabilities	**7,698**	19,668
Reserves	**(7,698)**	**(8,190)**
Net liability transferred to parent charity	**(7,698)**	-
Remaining balance at 31st March 2024	**-**	

Amounts owed to/from the parent undertaking are shown in note 11.

18. Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2024 £	2023 £
Gross income	**5,084,223**	4,890,650
Result for the year	**(372,936)**	(505,598)

19a. Analysis of group net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	134,785	-	-	**134,785**
Fixed asset investments	-	934,500	-	**934,500**
Net current assets	479,134	1,082,915	137,863	**1,699,911**
Net assets at 31 March 2024	**613,919**	**2,017,415**	**137,863**	**2,769,196**

19b. Analysis of group net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	76,091	-	-	**76,091**
Fixed asset investments	-	826,084	-	**826,084**
Net current assets	535,100	1,601,767	103,090	**2,239,957**
Net assets at 31 March 2023	**611,191**	**2,427,851**	**103,090**	**3,142,132**

20a. Movements in funds (current year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2024 £
Restricted funds:					
Engagement & Assessment					
Centre Services	-	94,628	(94,628)	-	-
Street Engagement	-	362,646	(362,646)	-	-
Severe Weather Emergency Protocols (SWEP)	-	73,087	(73,087)	-	-
Recovery					
St Martin's House	-	407,611	(407,611)	-	-
Recovery & Opportunities	15,000	115,845	(130,845)	-	-
Rough Sleeping Accommodation Project (RSAP)	-	94,164	(50,098)	-	**44,066**
Women's Development Unit	-	75,000	(28,949)	-	**46,051**
Support Services					
Social Bite Campaign	-	4,850	(4,850)	-	-
Eco Audit	-	5,000	-	-	**5,000**
Running Costs	-	45,000	(45,000)	-	-
Enterprise					
Enterprise Development	12,721	35,000	(47,721)	-	-
Capital Projects					
St Martin's House Development Project (18 Keys)	32,623	29,645	(62,268)	-	-
Facilities Upgrades	42,746	-	-	-	**42,746**
Total restricted funds	103,090	1,342,476	(1,307,703)	-	**137,863**
Unrestricted funds:					
Designated funds:					
Lease fund	27,000	-	-	(1,500)	**25,500**
Capital replacement fund	849,373	108,416	-	(23,289)	**934,500**
Jenny Joseph Legacy Garden Reserve	93,663	-	-	-	**93,663**
Risk Reserve	911,945	-	-	51,807	**963,752**
St Martin's House Transition Reserve	20,159	-	(20,159)	-	-
Strategic Development Reserve	525,711	-	(343,038)	(182,673)	-
Total designated funds	2,427,851	108,416	(363,197)	(155,656)	**2,017,415**
General funds	611,191	3,741,747	(3,894,675)	155,656	**613,919**
Total unrestricted funds	3,039,042	3,850,163	(4,257,871)	-	**2,631,334**
Total funds	3,142,132	5,192,639	(5,565,575)	-	**2,769,196**

The narrative to explain the purpose of each fund is given at the foot of the note below.

20b. Movements in funds (prior year)

	At 1 April 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2023 £
Restricted funds:					
Engagement & Assessment					
Centre Services	-	83,650	(83,650)	-	**-**
Street Engagement	-	408,603	(408,603)	-	**-**
Emergency Accommodation Services	-	-	-	-	**-**
Recovery					
Housing & Resettlement	10,000	5,000	(15,000)	-	**-**
St Martin's House	-	95,669	(95,669)	-	**-**
Recovery & Opportunities	15,000	118,961	(118,961)	-	**15,000**
Women's Development Unit	26,700	75,000	(101,700)	-	**-**
Impact & Evidence					
Systems Change Project	-	-	-	-	**-**
Support Services					
St Martin's House Development Project	34,793	28,685	(30,855)	-	**32,623**
Courtyard Garden Project	-	3,985	(3,985)	-	**-**
Client Food Service	-	5,000	(5,000)	-	**-**
Building Improvements	42,746	5,000	(5,000)	-	**42,746**
Enterprise					
Enterprise Development	-	60,000	(47,279)	-	**12,721**
Total restricted funds	129,239	889,553	(915,702)	-	**103,090**
Unrestricted funds:					
Designated funds:					
Lease fund	28,500	-	-	(1,500)	**27,000**
Capital replacement fund	866,250	-	(16,877)		**849,373**
Jenny Joseph Legacy Garden Reserve	100,000	-	(6,337)		**93,663**
Risk Reserve	909,693	-	-	2,252	**911,945**
St Martin's House Transition Reserve	117,268	-	(97,109)		**20,159**
Additional approved expenditure	868,587	-	(342,876)		**525,711**
Total designated funds	2,890,298	-	(463,199)	752	**2,427,851**
General funds	624,407	3,962,720	(3,975,184)	(752)	**611,191**
Total unrestricted funds	3,514,705	3,962,720	(4,438,383)	-	**3,039,042**
Total funds	3,643,944	4,852,273	(5,354,085)	-	**3,142,132**

The narrative to explain the purpose of each fund is given at the foot of the note below.

20c. Purposes of restricted funds

The majority of restricted funds that the charity receives are restricted to a particular service, and are usually spent within the year of receipt. Where the restriction is more specific, it is identified within the appropriate service.

Engagement & Assessment Services received restricted donations for:

- Centre Services: Contributions to the running of the Day Centre at Adelaide Street during the COVID-19 outbreak and recovery.
- Street Engagement: Contributions to the operations of the outreach team.
- SWEP Protocols: Funding for our additional service provision during periods of severe weather.
- Emergency Accommodation: Contributions to the operation of the accommodation provided at The Bridge and hotels in place of the Night Centre at Adelaide Street.

Recovery Services received restricted donations for:

- Housing & Resettlement: Donations towards our Housing & Resettlement work.
- Migration: Donations towards our work with migrants.
- Recovery & Opportunities: Donations towards our recovery programme and employment work.
- St Martin's House: Funding for our service for women at St Martin's House.
- Women's Development Unit: Contributions towards our work with female rough sleepers.
- RSAP: Statutory funding from the Rough Sleeping Accommodation Programme.

Support Services received restricted donations fo:

- Social Bite campaign - funding for catering for clients
- Eco Audit: to carry out an audit of the impact that our organisation has on the environment, due to take place in 2024/25.
- Running costs: to offset the increase to electricity, gas, water and food costs.

Capital Projects received restricted donations fo:

- St Martin's House Development Project (18 Keys): Donations towards the capital development project on our property at St Martin's House.
- Facilities Upgrades: Improvements to our Adelaide Street building, including refurbishment of the client showers.

Purposes of designated Funds:

Lease fund

This reserve is designated from the lease payment received from London & Quadrant Housing Association for St Martin's House. This is being transferred to general reserves over the remaining life of the lease at a rate of £1,500 per annum.

Capital Replacement Reserve

The reserve was initially established to meet costs in the short to middle-term of maintaining the infrastructure at 12 Adelaide St. It has now been 15 years since the 2008 building renewal programme and the likelihood of wear-and-tear increases with time. A maintenance reserve of £750,000 was established to meet the anticipated future medium / longer term costs related to maintaining the infrastructure at 12 Adelaide Street. The monies supporting this fund are invested with our investment managers and the investment return will be a key component to our funding of these future costs expected to be incurred in years 6 through 15 of our lease on the properties. If donations are received for a portion of these costs the fund will be reduced accordingly.

Jenny Joseph Legacy Garden Fund

This fund was designated to reflect the Charity's decision to use some of the funds left in a legacy in the creation of a memorial in the courtyard garden, and is intended for use within the next three years.

Risk Reserve

This fund is designated to ensure that adequate funds are held to enable the Charity to continue to meet its financial obligations in the event of a sudden and immediate decrease in income.

St Martin's House Transition Reserve

The reserve was held to cover the anticipated costs of the transition from the old service model at St Martin's House to the new in the current and next financial year. This transition has now been completed.

Strategic Development Reserve

This reserve was funded by an increase in donations received during the pandemic and was designated to fund additional innovations and projects identified as we came out of that period. These projects have now been completed and the remaining funds have been used to increase the Risk Reserve, with the balance increasing our general funds.

21. Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods.

	Land and buildings		Equipment	
	2024 £	**2023 £**	**2024 £**	**2023 £**
Less than one year	**228,908**	223,028	**10,437**	10,947
One to five years	**974,613**	951,003	**22,475**	32,913
Over five years	**1,930,143**	2,429,263	**-**	-
	3,133,664	**3,603,294**	**32,913**	**43,860**

22. Capital commitments

At the balance sheet date, the charity had committed to £nil (2023 £nil) capital commitments.

23. Contingent assets or liabilities

There were no contingent assets or liabilities as at the Balance Sheet date.

24. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

25. Related parties

As disclosed in note 2, the charity received income from the Friends of St Martin's of £387,566 (2023: £413,604).

Show Your Connection Ltd was a wholly owned subsidiary of the Charity. One trustee of the Charity was also a director of Show Your Connection Ltd. During the year costs totalling £12,530 (2023: £47,078) were recharged to Show Your Connection Ltd by the Charity, income totalling £13,076 (2023: 51,056) was passed from the Charity to Show Your Connection Ltd. Show Your Connection Ltd was wound up on 17th November 2023, and all net assets were passed to the Charity.

As the vicar of St Martin's Church, Sam Wells is able to directly influence the Parochial Church Council and the St Martin's group of organisations. As per note 7, the Connection at St Martin's makes annual licence fee payments to St Martin's Church of £135,000 (2023: £130,000), made payments of £234,103 (2023: £201,097) reimbursing St Martin's Ltd and St Martin's PCC for shared costs, as well as receiving £800,000 (2023:£ 800,000) from St Martin-in-the-Fields Charity in relation to the BBC Christmas Appeal (see note 2) and £185,479 from the St Martin's Development Trust (2023: £32,670).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

www.connection-at-stmartins.org.uk
fundraising@cstm.org.uk

The Connection at St Martin's
12 Adelaide Street
London
WC2N 4HW

@homelesslondon
TheConnectionAtStMartins
@connection_homeless

020 7766 5544

Registered charity number: 1078201
Company number: 03852519

Registered with FUNDRAISING REGULATOR

Registered with the Office of the Immigration Service Commission No.N201900032

THE CONNECTION AT ST MARTIN-IN-THE-FIELDS

England & Wales - Charity number 1078201

Accounts



THE CONNECTION
at st martin-in-the-fields

Annual report and financial accounts

2022/23

The Connection at St Martin-in-the-Fields Trustees Report and Financial Statements for the year ended March 2023

Registered charity number: 1078201
Company number: 3852519

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The Connection at St Martin-in-the-Fields Trustees Report and Financial Statements for the year ended March 31st 2023

Mohammed talks to Sujhayini
Photo: Marc Gascoigne

Who we are

We are The Connection at St Martin-in-the-Fields.

We support people sleeping rough in the heart of London, helping them to recover and find their way off the streets.

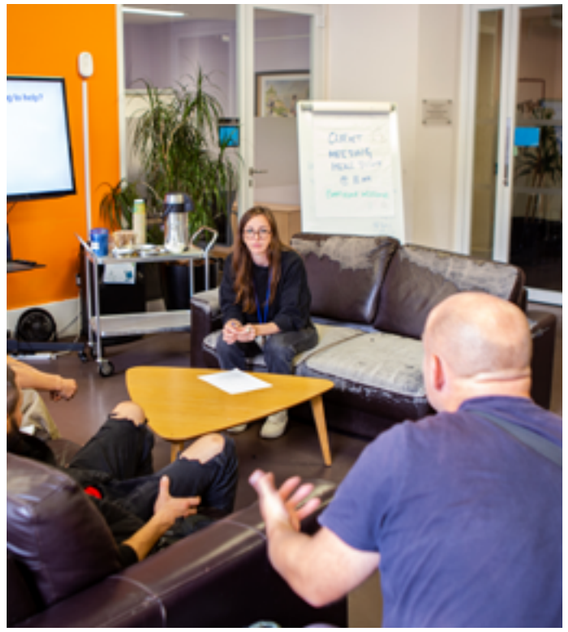
We get to know every person we work with, going the extra mile to understand their needs and hopes for the future, and being creative about finding help and solutions.

The journey can be long, and it's not an easy path. But we take heart, we stick with people and we don't give up, supporting them to find their own way home.

The Connection at St Martin's is led by our trustees, a dedicated team of volunteers who oversee the work that we do. Every year our trustees review the aims, objectives and activities of our charity.

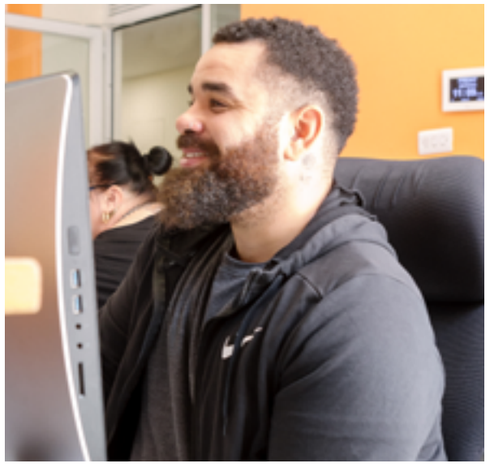
This annual report looks at what we have achieved and the outcomes of our work for 2022/23. It shows how your support enabled people to move away from living on the streets and towards a place to call home.

Thank you to everyone who has been involved with our work this year. We hope you enjoy reading this report.











At The Connection we offer a wide range of services.

Photos: Marc Gascoigne and Martyna Przybysz



Welcome

Whilst being incredibly busy, 2022/23 has felt like a return to normality for us here at The Connection at St Martin's. After the enormous upheaval of the previous two years, we are now back to 'business as usual' mode.

However, 'business as usual' looks very different. Our post-pandemic service model has a clear focus on people experiencing severe and multiple disadvantages. We have been working hard to embed our new structure and approach this year. You can read about our success in this report.

We have also taken time to consider our approach, leading to a new Theory of Change based on working "with, not for". The Theory of Change has relationships at its heart - building trust and connection, supporting people to overcome trauma and encouraging them to make a positive change at their own pace. You can find out more on page 28.

> **Our post-pandemic service model has a clear focus on people experiencing severe and multiple disadvantages.**
>
> **Tim Jones, Chair of Trustees**

Great progress has also been made in our work on women's homelessness. Our Women's Development Unit was instrumental in delivering the first women's rough sleeping census in October 2022. The results indicate a higher number of women sleeping rough in London than previously realised, and the accompanying report sets out clear calls to Government to improve its response to the issue. Our plans for a new women's accommodation project continue at pace and our women-only group is going from strength to strength. You can read more on page 22.

Of course the cost of living crisis has started to bite. Rising rents, bills and food prices mean that we are seeing more and more people come to us for help. This means it's becoming more and more challenging to be there with everyone who needs us. But we are still achieving incredible things – you can read all about these on page 12.

2022/23 also represents the last year of our 2018 – 2023 organisational strategy. We have been working hard to develop our strategy for the next five years. Our Chief Executive Officer Pam Orchard looks back on what we have achieved, and where we're going next, on page 30.

Whilst the amount of change in all our lives over the last five years has been unprecedented, the one thing that hasn't changed is that is that we will still be here with those that need us, whatever it takes.

As always, we couldn't do what we do without our supporters, partners and friends. These are difficult times and we appreciate your support more than ever. I would like to take this opportunity to say thank you on behalf of everyone at The Connection. We hope you enjoy reading this report.



Tim Jones, Chair of Trustees

Why we're here

- **We believe that no one should have to sleep rough, and that everyone should get the support they need to find a place to call home.**
- The impact of life on the streets is devastating – it puts people at risk of crime and violence, causes physical and mental health problems and seriously damages wellbeing.
- The average age of death for people living on the streets in England and Wales is 46 for men and 43 for women.[1]
- 85% of people sleeping rough have experienced abuse or trauma as children.[2] Life on the streets is a trauma in itself, meaning that many people continue a vicious cycle. People become isolated and can feel as though they don't matter. **They do matter.**
- At The Connection, we're at the heart of this crisis: just off the Strand in Westminster, the most concentrated area of rough sleeping in the UK.
- According to official figures, 2,050 people[3] were estimated to be sleeping rough in Westminster in 2022/23 – although the real number is likely to be higher.
- Rough sleeping is not inevitable – the Everyone In programme, which helped thousands of people into safe accommodation during the pandemic, has shown that it is possible to end homelessness in this country.
- London can be a city where no one needs to sleep rough on our streets, and we won't stop until it is.

That is why we're here.

46/43

the average age of death for homeless men and women respectively

85%

of people sleeping rough have experienced abuse or trauma as children

2050

people were sleeping rough in Westminster, in 2022/23

We're at the heart of this crisis: just off the Strand in Westminster, the most concentrated area of rough sleeping in the UK

What we do

- Get to know people, help them identify what support they would like and how we can best work together to meet their goals;
- Offer practical services like showers and laundry facilities, hot meals, medical appointments and access to telephones and computers;
- Provide support, advice and case management to help people access accommodation;
- Support people to access the full range of support services delivered on and off site – like nurses, psychologists and treatment for substance misuse;
- Work intensively with clients – supporting them to recognise their own strengths, recover from crisis and move away from the streets for good;
- Provide onward referrals or supported reconnection to anyone whose needs can be better met elsewhere;
- Provide support where clients have issues with their migration status and make onward referrals when needed;
- Offer activities and groups that help people to build the skills, confidence and resilience to recover from homelessness.

We work intensively with clients – supporting them to recognise their own strengths, recover from crisis and move away from the streets for good

151

people attended our groups, including the art room, gardening group and others

Who we help

In 2022/23, we helped **1,451** people to move away from, and stay off, the streets of London.

The people we support are:

- 83% male.
- 17% female.
- < 1% non-binary.

The people we support come from:

- UK 52%.
- European Economic Area 30%.
- Rest of the world 18%
- Not known 1%.

Our clients' ages are:

- 18-25 5%
- 26-65 91%
- 65+ 3%
- Not known < 1%.

1451

people were helped to move away from, and stay off, the streets of London

52%

of the people we support come from the UK

1. Deaths of homeless people in England and Wales - Office for National Statistics (ons.gov.uk) [statistics from 2019]
2. Hard Edges: Mapping severe and multiple disadvantage – Lankelly Chase Foundation
3. Rough sleeping in London (CHAIN reports) - London Datastore

THE IMPORTANCE OF RELATIONSHIPS

Finding a home is a physical and mental journey. So that's how we approach homelessness – by providing the physical means to make a change, and the motivation and support to maintain it.

It often starts with a chat, a cup of tea and perhaps a hot meal or shower; the chance to use a washing machine, a computer, or to charge a phone - simple things that aren't easy when you're living on the streets.

> **It often starts with a chat, a cup of tea and perhaps a hot meal or shower - simple things that aren't easy when you're living on the streets.**

Then it's about listening to people, building up trust and understanding, so we can work out together what they need next.

At The Connection, we get to know each person we work with, so we can tailor our support to their unique needs and hopes for a better future. When they're ready to make a change, we connect people to specialist services – from mental health support to accommodation. Going with them on their journey, we help them build the skills to keep going with their goals.

This can take years, but now, with our support, they gain the belief that change is possible. And if they need support in the future, they know exactly where to find us.

We also help people to rediscover their unique skills, passions, hopes and dreams – the things that make us all feel human, and help us find our path through life. So that ultimately people can find their own way off the streets, towards a place to call home.

JOE'S STORY

We've known Joe since he was a teenager. Joe and his mother were both homeless for a significant period and used our day centre regularly. Before this, Joe had experienced violence at the hands of his mother's partner.

Joe had trouble sustaining his accommodation, and often used drugs and alcohol to cope with his anxiety. During one conversation with Joe, he told us that he felt 'stuck' in a negative cycle. He recognised the continuity and stability we'd offered through our relationship with him over the years but didn't know how to proceed.

Because we knew him well, we were able to identify moments of hope in our work where Joe had made some real changes to his life at different points – often linked to his relationship with his daughter. Joe was offered time with our in-house psychologist James to work through the trauma he'd experienced together.

James says, "We see lots of people like Joe who reject help as a form of self-preservation. And they aren't wrong – it makes sense that they see the world as dangerous if it has been dangerous for them previously."

Joe was given the time and support he needed to start thinking about different ways to cope with his anxiety and to envisage the future he wanted away from the streets.

He eventually moved into our supported accommodation at St Martin's House, and from there has moved into his own flat, where he is flourishing.

The Connection Model – working 'with, not for'

We support everyone we work with based on our Theory of Change – this is based on 3 principles:

- Building relationships of trust and connection with people who have lost faith in services, working with people experiencing homelessness to create the change they want;
- Recruiting, supporting and developing staff and volunteers who have the attitude, skills and expertise to build relationships of trust and connection with people experiencing homelessness;
- Using evidence from people experiencing homelessness as well as research and our own data to work together to influence the systems which are designed to help people to move away from the streets successfully.

You can see our Theory of Change in action and hear Mary and Rick's stories by watching our animation here.

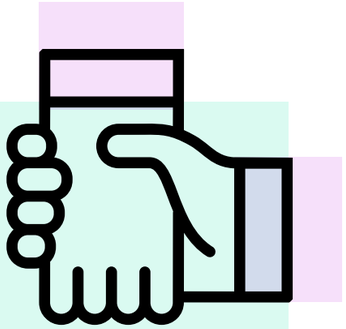
2022 / 2023

Achievements:



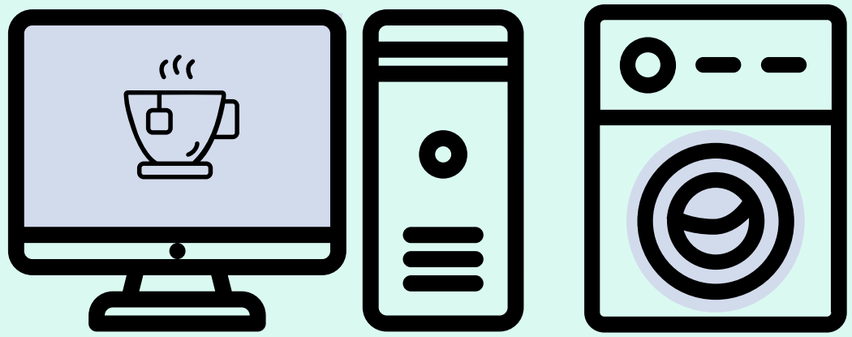
185 ↑ 21/22: 178

people moved into new accommodation with our support.



1475 ↑ 21/22: 1390 with 356 people

contacts with 309 people on the streets during outreach shifts.

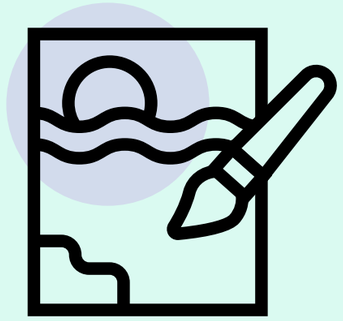


1162 ↑ people welcomed into our centre to use our essential services. 21/22: 1125



204 ↑ 21/22: 172

people helped with their migration status.



151 ↑ people enabled to take part in group activities as part of our Recovery Programme. 21/22: 131



28 = 21/22: 28

people supported into work and volunteering opportunities.

Reaching out

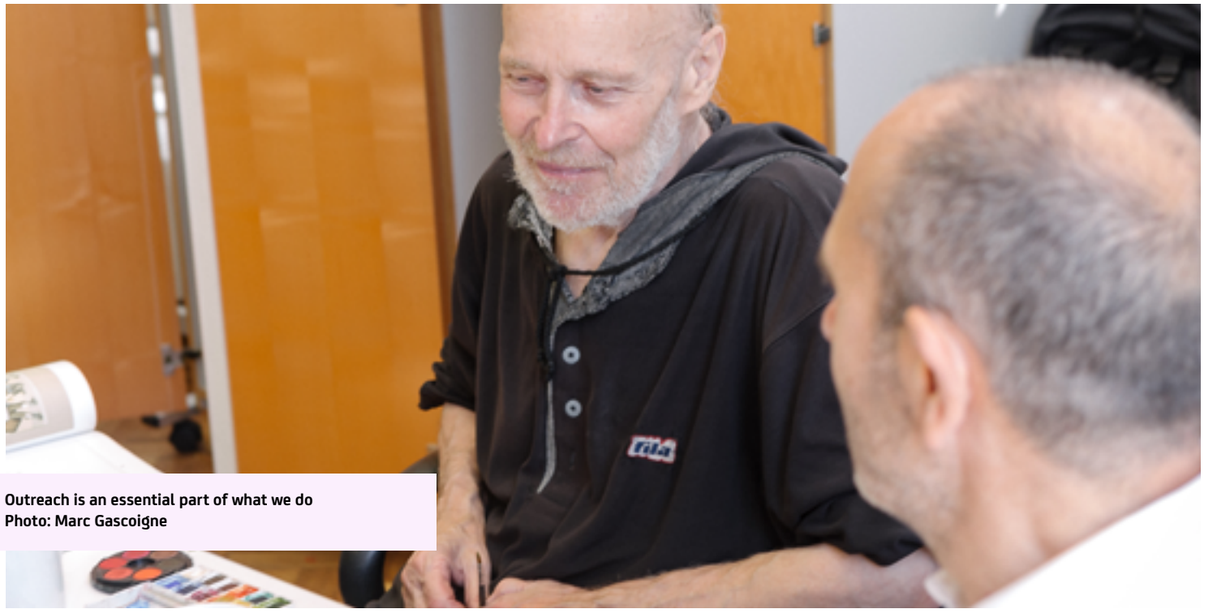
Our Street Engagement Team (SET) is a daytime outreach team in Westminster. We work very closely with local night-time outreach teams and other sector partners like health and treatment services.

Having both day-time and night-time outreach is vital, because it allows us to engage with people who might not otherwise have support; people who bed down in hidden areas overnight can be missed by traditional night-time outreach.

Both day-time and night-time outreach is vital, because it allows us to engage with people who might not otherwise have support

It is important to be able to deliver a multi-disciplinary service on the street because a significant part of supporting people is helping them to stabilise their health needs so that they can sustainably manage longer-term accommodation.

The Street Engagement Team runs regular shifts with the Homeless Health Service, which can offer prescriptions, make referrals to specialist services, and deliver on-the-street care.



Outreach is an essential part of what we do
Photo: Marc Gascoigne

We also run shifts with the NHS Joint Homelessness Team, which can assess mental health needs, offer support, and arrange for mental health assessments to take place when the person is severely unwell. The team can also act as the person's care coordinator if needed, providing support and consistency through what can be a distressing time.

The team runs the innovative Outreach Prescribing Clinic on Wednesday afternoons. This is a flexible drop-in service that offers rapid opiate substitution prescriptions. Having this flexible approach removes two major barriers – timekeeping and remembering appointments – and means we can work with people in an environment in which they feel comfortable. This is often a first step to supporting people to access other services too.

We also partner with the Dr Hickey Surgery and Turning Point to get people into drug and alcohol treatment from the street as and when needed. Together, we also offer an on-the-street prescribing service for those who are at high risk of harm, but haven't made it into the Wednesday clinic.

THIS YEAR, THE TEAM MADE

1,475

street contacts with **309** people on the streets during outreach shifts

IN TOTAL (INCLUDING NON-STREET CONTACTS LIKE IN THE CLINIC) THE TEAM SUPPORTED

401

people with **78** people supported into accommodation, and **92** to attend our Outreach Prescribing Clinic for flexible support with drug and alcohol treatment, as well as other health interventions

LAUREN'S STORY

Lauren had been sleeping on the streets around the West End for a number of years. She has experienced serious physical and mental health difficulties and uses drugs and alcohol. We also work with her partner, and have had concerns about her safety due to the coercive and abusive nature of their relationship.

Lauren is very mistrustful of services and often moves locations. The team have worked hard to maintain a relationship with her and will travel frequently to find her.

We have supported Lauren in a number of ways; helping her to access benefits, supporting her with her substance use, and linking her up with street-based health services.

We have also supported her to make police reports of abuse within her relationship, or madethese for her with her consent when she has not been able to.

We have made multiple accommodation referrals for Lauren, although these have not worked out as she has repeatedly left to return to her partner. Most recently Lauren has been accepted into a specialist housing project for women experiencing abuse.

Alongside this, we continue to support her partner; we believe that supporting him to stabilize will reduce harm to her. It is important to remember that her partner is also vulnerable, and is experiencing multiple barriers to services. Whilst we do not believe these unmet needs excuse the violence, they definitely contribute to it.

The work of the team is often about utilising small windows of opportunity, and being there on the ground to support people when the time is right. The amount of time and effort that has gone into supporting Lauren has meant that she is both still alive, and moving forward with her life.

Welcoming people into The Connection

1162

people came into our centre to use our essential services this year

At The Connection we know how important it is to feel welcome and safe. The wide range of practical services at our Adelaide Street centre supports immediate health and wellbeing needs. It also acts as a platform to strengthen relationships, deepen engagement and support longer-term recovery.

The team gets to know people informally - when they hand over towels and toiletries, set someone up in front of a computer or perhaps escort someone to the nurse. Over time, these small actions of practical support and kindness help to foster trust. This means people are much more likely to approach staff when they need or want additional support.

> **"All the hope finished; my money had finished. I had to come to the streets. And when I came to the streets, I got in touch with The Connection. The hope, the life change... at that moment, I was so happy"**

The team also conducts welcome assessments, which allow us to discuss what people's priorities are and what support they would like to help achieve these. People's priorities are hugely varied, which is why we work hard to ensure we get to know everyone as an individual.

We support people to:

- find accommodation;
- access onward referrals or supported reconnection if their needs can be better met elsewhere;
- resolve issues with their migration status and to make onward referrals when needed;
- link in with other support services to help people to move away from the streets – like nurses, psychologists and treatment for substance use;
- access activities and groups that help them to build the skills, confidence and resilience to recover from homelessness;
- search for and get into work.

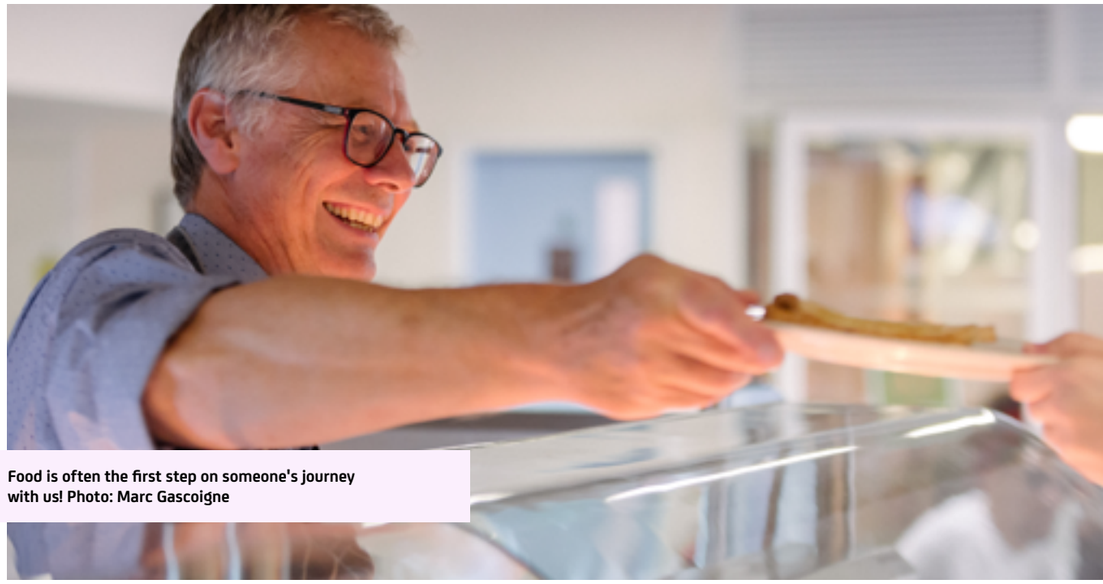
Over time, these small actions of practical support and kindness help to foster trust

Sometimes, people have less complicated needs that can be resolved with the help of our Triage and Brief Intervention (TBI) service.

This year, the TBI team helped:

34 people move into accommodation

56 people reconnect back to their home area



Food is often the first step on someone's journey with us! Photo: Marc Gascoigne

ALEKSANDER'S STORY

Aleksander came to us at the start of 2023 after being evicted from his accommodation project in south London for persistent drinking on the premises. During our welcome meeting, Aleksander agreed to a referral to our partners Turning Point for help with his alcohol use. He also started attending mutual aid community groups for additional support.

This support encouraged Aleksander to commit to abstaining from alcohol, which meant he could concentrate fully on finding somewhere to live. We were able to help him to find a room in shared flat in west London. We also linked him up with AA meetings in that area and supported him to find a sponsor who continues to support his abstinence. This has changed Aleksander's life enormously, and he is feeling hopeful about his future.

Finding somewhere to call home

Helping people to find accommodation is of course a vital part of what we do. Our Housing and Resettlement team works intensively with people in the most complex situations, to support them into housing as well as help with other needs they may have.

Homelessness and poor mental health often go hand in hand - over two thirds of people experiencing homelessness are impacted and common conditions include depression, anxiety and paranoia. Poor mental health can be a cause of someone's homelessness, or it can develop from the trauma of sleeping rough. The Housing and Resettlement team has two specialist mental health advisors who provide added specialism and support to clients who are experiencing more complex and enduring mental health needs.

St Martin's House

St Martin's House supports people who need some extra help maintaining a enancy, and provides accommodation for up to two years as a stepping-stone to a more permanent housing solution. Residents have their own studio flats alongside communal areas.

"I'm lucky with the support and the services that I've had, because there's a lot of people out there for whom it's very different. I've been able to pull myself out of that dark place."

Migration

Our dedicated migration team supports people who need help with their migration status. This service is vital because around half of all people rough sleeping in London are non-UK nationals – which can act as a barrier to accessing accommodation. Often, these people face additional challenges when recovering from homelessness, from lack of documentation to complex legal issues. These processes can be lengthy and require intensive support from our specialists along the way.

The team can support people by

- helping them understand their entitlements and routes to legal status in the UK;
- supporting them to obtain ID;
- advocating for their rights and supporting them through the immigration system; working with them if they seek to return to their country of origin.

185

people moved into new accommodation with our support this year

263

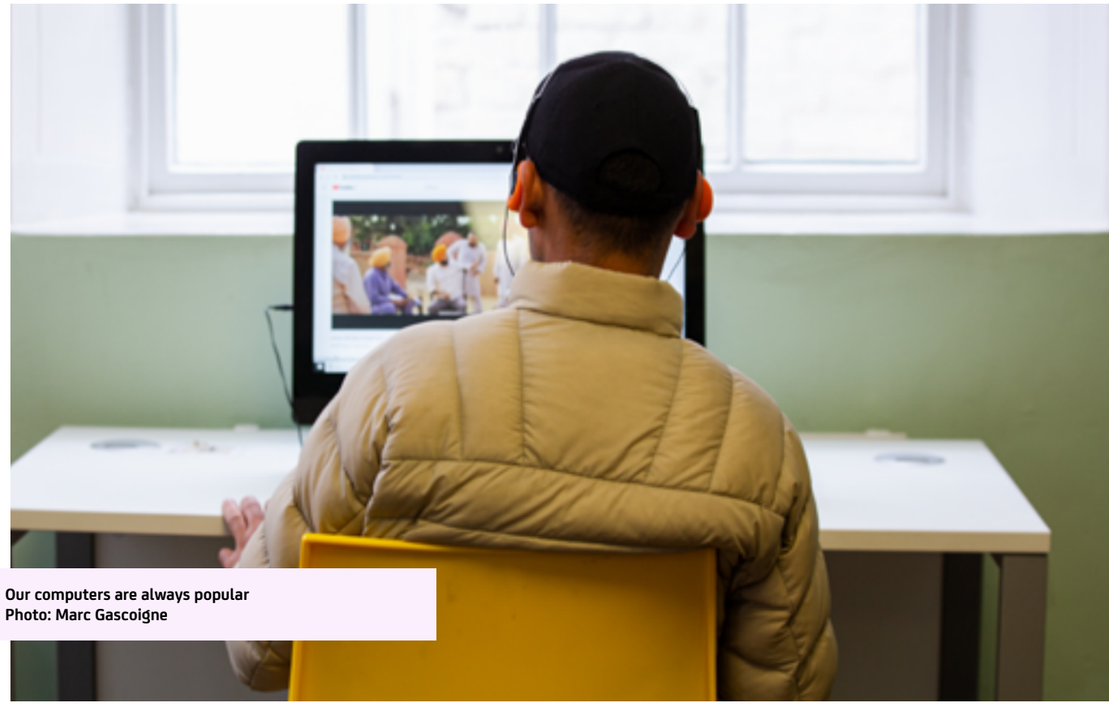
people were supported by our Housing and Resettlement team

22

people were accommodated as residents at St Martin's House this year

204

people were helped with their migration status this year



Our computers are always popular
Photo: Marc Gascoigne

OMER'S STORY

Omer is a Sudanese national with serious health issues. He is a journalist andworked for the UN for some time in Sudan, before needing to leave the country and claim asylum in the UK for his safety.

He was granted refugee status in 2015, and needed to apply for further Leave to Remain by 2020. Lockdown restrictions meant that he was not able to find legal representation to do this and missed the deadline, becoming an overstayer and losing his rights to work or receive benefits. This left him unable to pay his rent and he stayed on friends' sofas for a few months before becoming street homeless.

This was an extremely difficult time for Omer. Not only was his chronic pain and physical disability worsening, his mental health was deteriorating with increasingly low mood and poor memory.

The Migration team helped Omer by submitting an out of time application for Indefinite Leave to Remain, which was successful. He now has the right to work and claim welfare benefits, and he is in accommodation. The Migration team also helped Omer with applying for a Home Office travel document, which he has now received. He plans to visit Saudi Arabia with his daughter to be reunited with his family. After a very stressful time, Omer is in good spirits and is very happy to be able to travel and see his family. He is also looking for volunteering opportunities to put his skills to good use. He is very glad he found The Connection, and feels we have helped him to get his life back on track.

Helping people into further support

Our individual skills, passions and interests are often the very things that make us feel human and resilient. But these may be the first parts of someone's life that are forgotten when they become homeless, and we know that this can contribute to feelings of isolation and poor mental health.

Our recovery programme encourages people to develop essential skills and express themselves through art, music and discussion.

151

people attended our groups, including the art room, gardening group and others



People can work with our therapist and volunteers in our art room. Photo: Marc Gascoigne

BOB'S STORY

Our Gardening Tutor Julia first met Bob when inviting him to an indoor gardening session where we were decorating terracotta pots for plants. He didn't have an interest in gardening but decided to give it a go. Since then he has discovered his green fingers and been involved in lots of different tasks in the garden from planting and pruning bay trees to clearing out the garden for the winter.

Most importantly, Bob has told us that the garden has become a very important space for him to express himself and feel comfortable. He said "the garden brings out something in me, which gives me the space to think and say things out loud". This is exactly the aim of our recovery programme and illustrates the wonderful potential of a garden to be a reflective space as well as a practical one.

Often this is a great way of helping people who have experienced trauma. Having access to these creative outlets can have a really positive effect on their recovery. It also gives people the chance to build confidence and skills in a safe environment that they can take forward into the future.

We began the year with no Recovery Programme Coordinator in place and with a skeleton offer of groups and activities. Our new Coordinator took up the role at the beginning of summer and quickly implemented an extensive programme of groups and activities at both St Martin's House and Adelaide Street.

By the end of the year, there were nine established, regular activities and groups ranging from spiritual space and other support and discussion groups, to art therapy and Streetwise Opera. This also includes the Women's Space which have had different activities each week. A monthly feature at Women's Space has been the provision of bodywork sessions; realignment, muscle release and energy healing to providean immediate change in state.

23

people attended employment training or workshops

28

people were supported into work and volunteering opportunities

"The past year has shown an increase in demand for our Skills and Opportunities service

"If you cross that door, they're going to help you. They ask you if you want to talk. They ask if you want to take part in the activities. You have plenty of time to think about yourself, about everything..."

The past year has shown an increase in demand for our Skills and Opportunities service with the number of referrals steadily climbing. The number of people wanting to access employment and training support seems to have jumped up considerably from January 2023 - a common trend at the beginning of each year when people decide to start afresh and many found themselves in London and needing support in their job searches. There is of course the post-pandemic return to 'normality' to consider too, as well as the significant differences that Brexit and changes in legislation have meant for the people we support.

We also saw the launch of the gardening project. The scaffolding structure was installed in the church courtyard and the planting of a range of fruit, vegetables and herbs began in the spring. Alongside the installation, our Gardening Coordinator has run a variety of activities with clients, including replanting some of the bay trees and creating some fantastic terrariums. Throughout the spring and summer months the garden continued to flourish, and we were able to harvest a range of produce that was used in the kitchen. During the winter months our Gardening Tutor continued running sessions indoors and has been able to replant a variety of fruits and vegetables ready for next year.

Women’s homelessness

We know through the growing evidence base that women are present in the homeless population in much greater numbers than is generally assumed. There is increasing recognition that men and women experience homelessness differently, both in terms of routes into homelessness and their experience of homelessness itself - particularly regarding the relationship between women’s homelessness and gender-based violence.

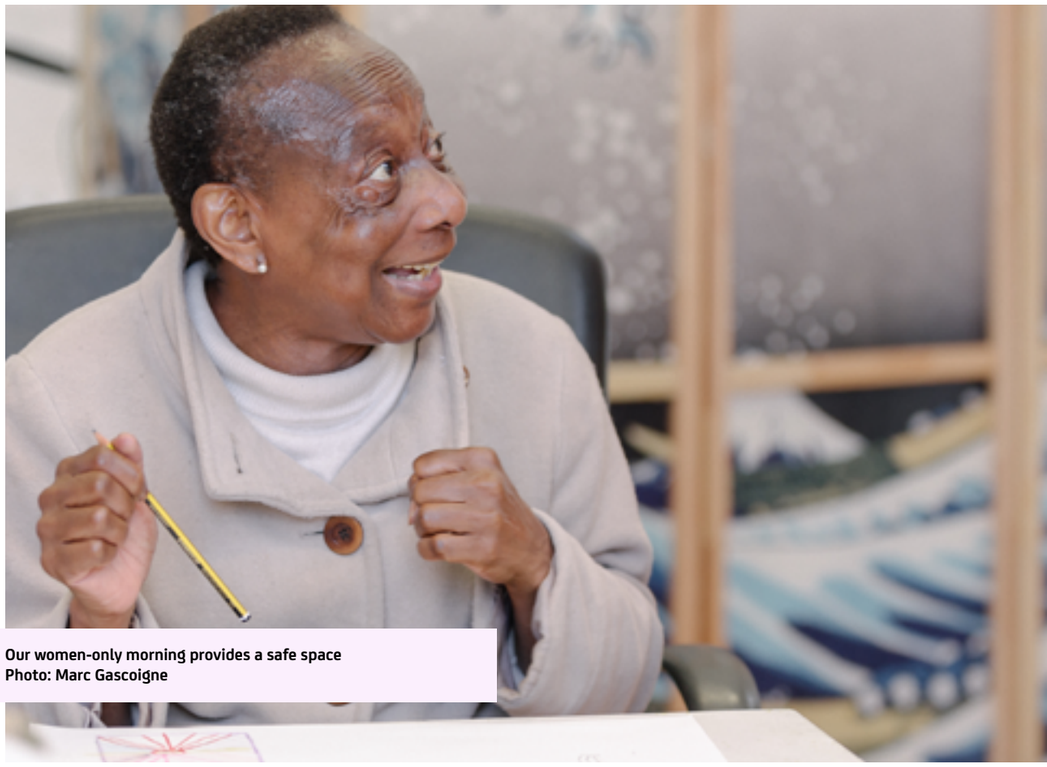
111

people attended our women-only group this year

We have found that women with lived experience of homelessness and rough sleeping routinely indicate that they frequently feel unsafe in mixed-sex, male-dominated homelessness services and are at heightened risk of exploitation and violence during periods of homelessness.

We know that an increased focus on gender and a culturally informed lens needs to be applied throughout services to ensure we are responding better to women’s needs across services.

> “By now, I have almost forgotten everything. It’s just like I had a bad dream. There is so much I am excited about now. I’m getting back on my feet with the help of and The Connection, they’ve been really great for me.”



Our women-only morning provides a safe space
Photo: Marc Gascoigne

We responded to the crisis of women's homelessness by opening our Adelaide Street centre to women only each Wednesday morning, providing a space to feel secure and safe while seeking help. As we enter our second year, we have started to strengthen how we co-design and co-develop this space so that it continues to meet the needs of the current women using the service.

The Women’s Development Unit

The Women’s Development Unit finished its second and final year at the end of March 2023. The Unit was set up to advocate for and enhance the voice and experiences of women experiencing street homelessness to improve services available to them.

The Unit has achieved a great deal in its two years, including publishing the London-wide Strategy for Ending Women’s Homelessness. The Strategy brings together recommendations about the specialist services we need to expand, the different ways we can offer support,and how we should all be thinking more about women’s homelessness.

The Women’s Development Unit was instrumental in delivering the first women’s rough sleeping census in October 2022. The report, Making Women Count, was published in March 2023 and sets out the key findings of this pioneering approach.

22%

of women surveyed had slept rough for more than 30 nights in the last 3 months

33%

of women surveyed slept rough the previous night

The census found 154 women rough sleeping in London in a week. This indicates a higher number of women sleeping roughin London than previously believed. It also emphasises that women’s rough sleeping is often transient, intermittent and hidden – which means that women are often not represented in official statistics and, crucially, are often precluded from accessing support and housing.

The report makes specific calls to action on the Government for system change in the way that women’s rough sleeping is recognised, counted and responded to:

- Local authorities should be required to deliver an annual Women’s Rough Sleeping Census and report on their findings.
- The Government should produce guidance to help local authorities to improve access to rough sleeping services for women, including:
- Reducing barriers to support and accommodation services for women, including the need to be a verified rough sleeper;
- Ensuring outreach practices encompass women’s experiences.

154

women were found to be rough sleeping in London in a week

Women's rough sleeping is often transient, intermittent and hidden

One of the final outputs of the Women Development Unit is the development of the Gender Informed Audit toolkit, co-created with women with lived experience of homelessness. It is designed to set out the fundamental principles of a gender-informed approach and identify the essential elements that underpin gender-informed service delivery and organisational practice.

The audit and toolkit aim to support organisations, step-by-step, in their journey toward becoming gender-informed. It provides examples of evidence-based best practice and concrete, practical solutions that can be enacted and embedded within organisations. It is hoped that this toolkit will support the sector to develop consistent gender-informed practices, responsive to the needs of women experiencing different levels of multiple disadvantages.

We are currently piloting the audit and looking forward to sharing the learning across the sectors.

Homelessness services engage with women less frequently as they are often not set up to be women specific, tend to be overwhelmingly male attended and do not meet the needs of women



Jade is thriving in her new flat
Photo: Gary Manhine

18 Keys Project

The Women's Development Unit research work has shown that one of the biggest barriers is not having any safe accommodation to refer women to – particularly those who have experiences of street homelessness and interconnecting needs. There are very few women-only specialist accommodation services for women in London.

Specific methods, tools, and processes are required to understand and establish a more accurate picture of how women experience rough sleeping

We have responded to this by developing the 18 Keys project, in partnership with the St Martin's Trust. This exciting project will transform St Martin's House into a dedicated space with 18 self-contained studio flats for those who identify as women. Our plans for the redevelopment include a communal space for people to come together. Intensive support will be available on site.

For more information, please visit www.18keys.org.

JADE'S STORY

After spending most of her life living in foster care, Jade had a baby and was living with her partner's family. After the relationship broke down, Jade was confronted with the choice to give up her child to foster care or leave their home. She chose the latter.

Jade came to London to live with her mother, but it didn't work out. At just 19, she started sleeping rough. Her mental health deteriorated and she started using drugs to cope.

Jade got in touch with The Connection at St Martin's. She initially used The Connection for basic services – showers, laundry, a hot meal.

She soon built a very strong relationship with her key worker Hannah, who helped her to get support for her substance misuse and encouraged her to take care of her mental health.

Hannah also helped Jade get a flat, and start to rebuild her relationship with her family. Their relationship has been a real turning point in Jade's life.

Jade is now settled and working hard to be the best mother she can be to her daughter and her younger son. She is also busy turning her flat into a home.

"It's just your home, isn't it? You can do what you want with it. You can have who you want in it. Have it decorated how you want. If you don't want someone in there, tell them to get out. It is safe. I always wanted a home, and now I have a home and it's mine. It's got my name on it. No one can take that away from me"

IMPROVING OUR INFRASTRUCTURE

Equality, diversity and inclusion

We have continued to improve our work around equality, diversity and inclusion this year, following the appointment of an external consultant last year who helped us to develop an EDI plan.

Progress has been made across all areas of the plan, and particularly in relation to our recruitment systems. We have also reviewed the role of the Equality, Diversity and Inclusion Group to ensure that their activity is aligned to the strategy. The EDI Group select events each year to celebrate with staff and clients through a range of activities. This year, these included LGBTQ+ History Month, International Women's Day, Pride, Eid and Black History Month.

> **The EDI Group select events to celebrate with staff and clients... this year, these included LGBTQ+ History Month, International Women's Day, Pride, Eid and Black History Month**

Our annual conference, which is attended by all staff, dedicated half a day to equality, diversity and inclusion, and this has been supported with ongoing e-learning modules.



Debby hard at work in the kitchen!
Photo: Marc Gascoigne

This year we have also recruited and trained four Experts by Experience, who all have lived experience of homelessness and accessing homelessness services across the UK. The Experts by Experience will be able to use their lived experience to add much-valued perspective to governance discussions with our Board of Trustees. We are currently working through the next stages of implementation and very much look forward to creating the opportunities for our Experts by Experience to contribute their views to the development of the organisation.

This year we have also recruited and trained four Experts by Experience, who all have lived experience of homelessness

Communications and advocacy

This year we have been bedding in the step change in our communications work; updating our website, social media and other communication materials to ensure that everyone who needs help can easily find it. We have introduced language translation and accessibility tools on our website to support this.

We have also laid strong foundations for communicating about our new Theory of Change as a key part of our new organisational strategy, investing in an animation and other supporting materials.

Our advocacy work around treatment has continued to gain momentum, with staff coming together to start testing new drug and alcohol support options

Our advocacy work around treatment has continued to gain momentum, with staff across the whole organisation coming together to start testing new drug and alcohol support options which we believe will work better for our clients. We are gathering evidence to enable us to present these options and make them a reality in Westminster and beyond.

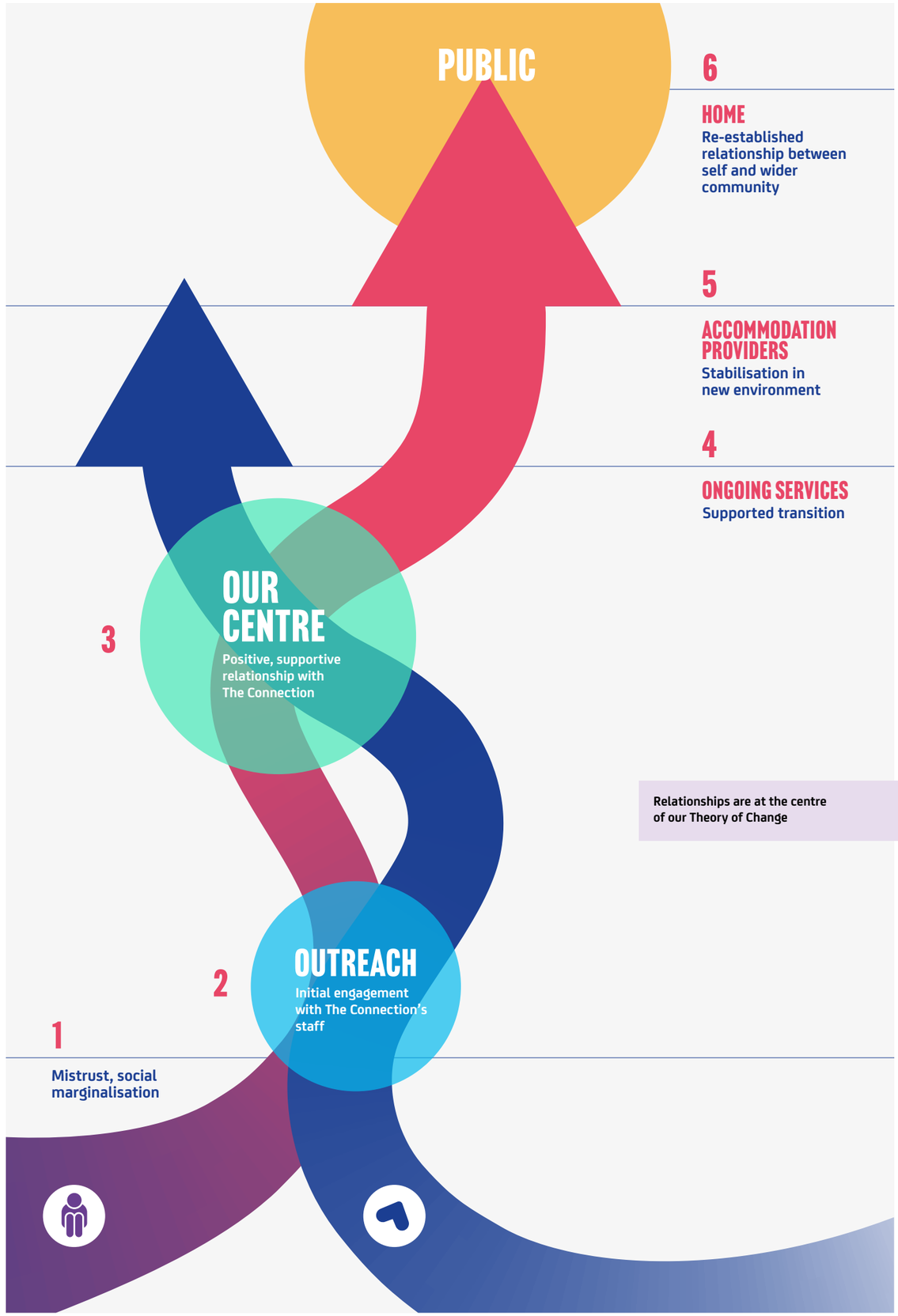
Finance, facilities and human resources

The Finance team has continued to strengthen internal controls this year – implementing a more rigorous approach to budget management and forecasting, and continuing to bed in our procurement approach across all purchasing.

The Facilities and IT team has continued to seek out environmentally friendly activities, replacing all lighting with low consumption LEDs, and replacing cleaning products and office supplies with eco-friendly alternatives wherever possible. As part of our drive towards more flexible working, we upgraded the WiFi provision throughout our office, and invested in new equipment.

Our annual staff survey showed that satisfaction was up almost 9 percentage points across the board from 76.9% to 85.5%.

The HR team launched an online recruitment platform to improve every aspect of the recruitment process for both recruiter and applicant. The new system has streamlined the process, improving candidate experience and saving recruiting managers' time. We have also reviewed and renewed our e-learning modules and, as part of our training plan, staff are set mandatory training to complete quarterly.



Relationships are at the centre of our Theory of Change

LOOKING BACK, LOOKING AHEAD

Looking back over the last five years...

When I arrived at The Connection in 2017, I wanted to make sure I built on its strong foundations; we had a lot of expertise in working with people sleeping rough in central London, our well-resourced centre was a fantastic base from which to run services and we had an incredibly valuable supported accommodation service, St Martin's House in Clapham. As a key part of the St Martin's family, we enjoyed a high profile, great support and financial stability as well as use of the building. We were experiencing rising rough sleeping and impending Brexit.

We agreed a strategy for 2018 – 2023 and over the course of those five years, we have made a lot of changes. These were partly planned, and partly as a result of the huge disruption of the pandemic which changed our operating environment very significantly for two years.



Pam Orchard, CEO
Photo: Marc Gascoigne

The most important development has been to think through in some depth what makes us, us. This has included considering what we bring that can really make a difference for people sleeping rough in central London.

We have worked with the South London and Maudesley NHS Trust, putting their award-winning psychological expertise to the test. As a result, we have now got a 'Connection model' which puts relationships at the heart of our work. We have aligned our services around this and now have a clear focus on people facing the most significant barriers to moving on to a home.

> **The most important development has been to think through in some depth what makes us, us**

Alongside this, we have created a vision for St Martin's House. We have worked with partners to understand more about women's homelessness and are now developing a ground-breaking women's accommodation service. At time of writing, we are awaiting planning permission for a capital development to create a psychologically informed communal space and two additional self-contained flats on the site. The building will house a new service we are creating for women who have slept rough and have not had their needs met within existing services in South London.

We have worked with partners to understand more about women's homelessness and are now developing a ground-breaking women's accommodation service

We have worked hard on our behind-the-scenes systems such as IT, HR, finance and governance so that we can be the absolute best charity possible within the resources available. We have also increased our fundraising and developed our working relationships with the St Martin's Trust and the St Martin's Charity. Finally, we have made significant



We design services alongside the people we work with
Photo: Marc Gascoigne

improvements to our messaging and communications work so that we can build the support and change we all need to address rough sleeping in central London.

Looking ahead to the next five...

We land in 2023 with rough sleeping at very similar levels to 2018, and growing. Many of the people who sleep rough around us have experienced serious trauma, with resulting mental ill-health and addiction. This means that they have many barriers to overcome to find a place to call home.

Half of the rough sleepers in Westminster are not from the UK. This does not mean they are not entitled to be here - however, they may have 'no recourse to public funds', which means they are not entitled to benefits, accommodation or healthcare beyond A+E. This creates a very narrow set of options for people and as a result many of our non-UK clients continue to live on the streets for long periods of time. The obvious deterioration in their wellbeing is compounded by issues of trafficking, exploitation and modern slavery.

About 20% of people sleeping rough in Westminster are women. Our extensive research through the Women's Development Unit has highlighted that women experiencing homelessness need a different response. They have almost always been a victim of sexual violence, particularly during their time on the streets. All the evidence shows the need for women-only spaces to enable them to heal, regroup and move into a stable home.

Our new strategy has relationships at its heart. We need to build trust with people who feel let down by services. This takes time. However, even with positive, trusting relationships, we can't get people off the streets unless there are homes to offer them. People who have slept rough need affordable, suitable and secure accommodation.

Our new strategy has relationships at its heart. We need to build trust with people who feel let down by services.

At The Connection we see homelessness as a societal problem, rather than a decision someone has taken. We have a collective responsibility as a society to care for those who are vulnerable, isolated and unwell. We will beworking with accommodation providers to unlock new routes to tenancies, with accompanying long-term support so that people can thrive in a secure tenancy.

Alongside this, we will be advocating for additional responses for women who are homeless and for people who have no recourse to public funds. These two groups must be catered for better if we are to see a significant reduction in numbers of people sleeping rough in London. We also want to see better and more flexible treatment offers to help people to overcome mental ill-health and addiction. Our St Martin's House development is already underway, with the building extension planned for 2024. We intend to open up more accommodation options in the remaining years of the strategy.

Achieving these changes alongside our existing service provision will require an increase in our fundraising and other income-generating activities. We are investing in our team to ensure income and service growth over the coming years – particularly strengthening digital marketing and our capacity to win statutory contracts.

To help us to build relationships of trust with our clients and extend our support in new ways, we will need to invest in our team. We are developing our working culture and building the skills, knowledge and expertise of our workforce. Alongside this, we will redevelop our volunteering offer and increase opportunities for people with lived experience of homelessness to work for, influence, volunteer with and govern our charity.

Finally, we will provide excellent governance oversight, financial acumen and legal compliance in all areas. We are determined that The Connection will do the best job it can for the people that need us.



FUNDRAISING AND OUR VALUED SUPPORTERS

Fundraising

We are incredibly grateful for the support we received from a wide range of companies, foundations, trusts, groups and individuals this year.

Our approach to fundraising is to be transparent, honest and respectful, meeting the needs of our donors and our service users. We are registered with the Fundraising Regulator and adhere tothe Code of Fundraising Practice. During 2022/23, we reviewed our policies and procedures in line with all legal and best practice standards, and have updated our Ethical Fundraising and Supporter Safeguarding policies.

When we work with partner organisations who carry out fundraising activities on our behalf, we set their work through formal agreements, and monitor their activity regularly.

All fundraisers in our team of 10 follow the requirements set out in the Code of Fundraising practice, including those that relate to interactions with vulnerable individuals. Fundraising team members completed an adult safeguarding course and a data protection course in 2022/23, and all new starters complete this same training as part of their induction. We didn't receive any complaints about our fundraising this year.

2022/23 was the final year of a 4-year Fundraising Strategy, directly linked to the 5-year organisational strategy, which has resulted in a clear roadmap for fundraising actions, and has laid the foundations for greater collaboration with our wonderful supporters. We have developed a new 5-year Fundraising Sub-strategy to guide our work from 2023/24-2028/29.

OUR VALUED SUPPORTERS

Our supporters are incredibly important to helping us deliver our services as we rely on donations. Here are just some of the people and organisations who supported us to change lives this year.

The Friends of The Connection – We are grateful for the ongoing support of our sister charity The Friends of the Connection. The Friends raise funds towards our work through their membership subscription, general donations, periodic appeals, legacies and fundraising events, including in particular the annual Queen Eleanor Cycle Ride.

The Friends had a particularly successful fundraising year in 22/23, raising in excess of £400,000 on behalf of The Connection. Their longstanding support for our work is extremely appreciated and we'd like to thank them all.

St Martin-in-the-Fields Charity – Within the St Martin-in-the-Fields family is the St Martin-in-the-Fields Charity, who run the wonderful BBC Radio 4 Christmas Appeal every December. Its Making a Difference programme shares the powerful stories of some of the people that they support, including our clients.

In 2022/23, St Martin-in-the-Fields Charity made an £800,000 grant towards our Street Engagement Team, Housing and Resettlement Team and Recovery and Opportunities activities. We are very grateful for its fantastic ongoing support.

St Martin-in-the-Fields Trust – St Martin-in-the-Fields Trust is also part of the family of charities at St Martin-in-the-Fields, and is supporting us by raising funds for the 18 Keys project, a redevelopment project to provide supported accommodation to women experiencing homelessness.

We are working together to develop and expand facilities that will enable these women to find the space and support they need to recover.

AMAZING INDIVIDUALS

Jay Flynn – Our ambassador Jay was once a client of The Connection, and during the pandemic was awarded an MBE for raising over £1.3 million for charities in his virtual quiz events. In 2022 he ran the London Marathon for us for the second time.

He also held our first in person live quiz night event which was a huge success and will be coming back in 2023.

Duncan MacPherson – Duncan works for one of our corporate partners and ran in the 2022 London Marathon on behalf of The Connection. Duncan did fantastically well and managed to raise over £10,000 for The Connection, more than 5 times the target amount.

EXCELLENT EVENTS

For the first time since before the pandemic, we ran a 4-day Pilgrimage to Canterbury. It was fantastic to see the return of this wonderful community-based event, raising funds on behalf of The Connection!

After the London Marathon, every year we open up our doors for other charities and their runners to join us at a post-race reception, where their runners can use our shower facilities, enjoy a massage and have a hot meal together. In 2022 we had a total of 4 charities join us for our post-race reception.

The London Walk was back for its second year. This time we were able to recruit a total of 18 Connection walkers. They did an incredible job and managed to raise over £12,600 for us.

COMMITTED COPORATES

We are incredibly grateful for the continued support we received from our corporate partners in 2022/23. They provide vital help through corporate donations, employee fundraising, gifts in kind, volunteering hours and pro bono projects. Thank you to all in the business community who are helping us make London a better city for everyone.

Highlights

- Coutts & Co and The Coutts Foundation continued their longstanding support for The Connection by providing us with generous grants for both our core services and our Street Engagement Team. We were also thrilled to be the focus of the iconic Coutts ‘Christmas window’ in December 2022 – a beautiful display which raised awareness of our work and also had a fundraising mechanism. We are also a beneficiary of the Thank You from Coutts reward programme, through which Coutts clients very generously donated in excess of £100,000to support people experiencing homelessness.
- STASCO provided much needed financial support during a year of uncertainty. As well as their usual annual donation, they responded to our ‘Cost of Living Crisis’ appeal with a generous extra grant to help us cover the cost of rising bills.
- Our friends at Intercontinental Exchange continued to fund our Recovery and Opportunities programme of activities in 2022/23 with an incredibly generous donation of £75,000. We are extremely grateful for this funding, which helps the people we support to rediscover their passions and recognise their strengths.
- We’d like to thank all the businesses who have supported their local community by funding our Street Engagement Team. We are grateful for the grants we received from Coutts Foundation, Heart of London Business Alliance, Shaftesbury Plc and Network Rail.

  Thank you to all our longstanding partners for your support over the last year, including Prudential Plc, Generation Investment Management, Deckers, DAC Beachcroft, Pulse, IK Partners and JSS Search. We also welcomed new partners; Olayan Europe Limited, FRP Advisory Trading Limited and Professional Mortgage Services – we are excited to continue working with you in 2023.

VITAL VOLUNTEERS

Thank you so much to all of our incredible volunteers. From supporting us to run our weekly women’s space, facilitating our volunteer-led art group, supporting the photography group, serving food, assisting the work of our data team and much more. You really make an enormous difference to the work we do in building relationships with the people we support and empowering people to make positive changes in their lives.

TRUSTS AND FOUNDATIONS

We remain incredibly thankful for the support of some 50+ charitable trusts and foundations who have supported our work during the year. We are fortunate to work with some wonderful funders who have supported us for a long time, and often with unrestricted funding. We are also grateful to our newcomers who have funded more specific services. All donations small and large have made a real difference to the work we do with people as they recover from street homelessness.

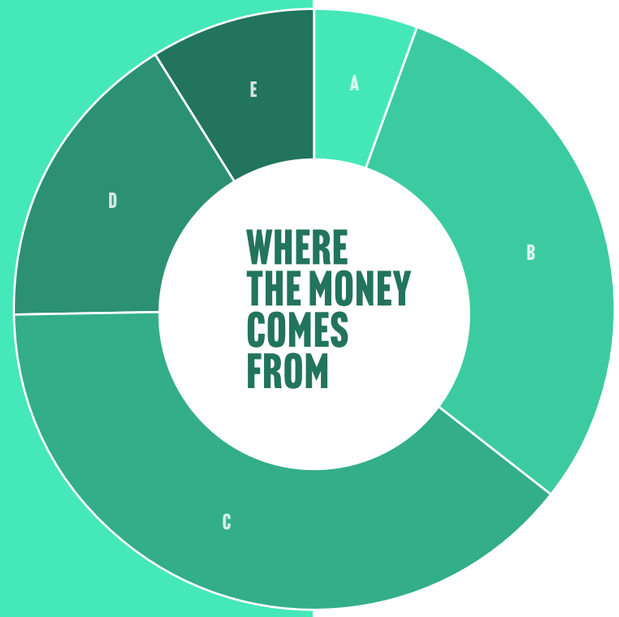
We would like to highlight the Coco Joelle Foundation, which has been instrumental in enabling us learn more about women and homelessness. Their substantial 2-year support towards the work of the Women’s Development Unit has resulted in key learning and insights, which will benefit our work with women in years to come.

Thank you to all of our supporters, staff, clients, volunteers and all the organisations we have worked with this year. Because of you, The Connection is still a place for people to turn when they have nowhere else. Together, we can make London a city where nobody needs to sleep rough.

How we manage our money and resources

All of the work you can read about in this report was made possible by the commitment and generosity of individuals, organisations, grant funders and companies who share our determination to end rough sleeping.

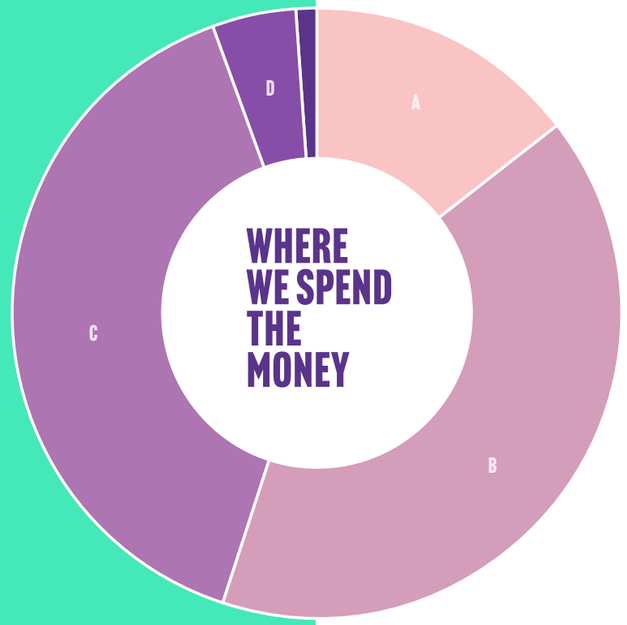
We can’t thank you all enough for your support.



Our resources

We raised £4.9m in 2022/23 (2022: £5.4m) from the following sources:

- **Statutory:** £277K (2022: £1.175m)
- **Corporates, Groups, Trusts and earned** £1.461m (2022: £1.572m)
- **Individuals and Events (inc. legacies):** £1.896m (2022: £1.615m)
- **St Martin-in-the-Fields Charity:** £800k (2022: £800k)
- **The Friends of The Connection of St Martin’s:** £418k (2022: £213k)



We spent £5.3m in 2022/23 (2022: £5.6m) to improve the lives of people who are homeless and sleeping rough:

- **Fundraising costs:** £780k (2022: £701k)

Charitable activites

- **Engagement & Assessment:** £2.163m (2022: £2.871m)
- **Recovery:** £2.101m (2022: £1.764m)
- **Impact and Evidence:** £246k (2022: £252k)
- **Enterprise:** £47k (2022: £43k)

Though our service delivery was able to take place broadly uninterrupted throughout the year, unlike in previous years, our financial performance in the 2022/23 year was affected by the impact of the cost of living crisis, with inflationary pressures on costs compounded by a reduction in income compared to the previous year and budget. The budget adopted in March 2022 had predicted a total deficit of £419k (2022: £261k), with a drawdown of £419k from designated funds to further invest in service delivery and infrastructure. The reported deficit of £485k (2022: £256k) is larger than expected, due to a combination of unforeseen factors.

Total income of £4.9m (2022: £5.4m) was £221k below budget, largely due to lower levels of voluntary income being received than expected, with income from individuals (£204k below budget); corporates (£343k); trusts & foundations (£324k); and events (£53k) all below budgeted levels. Due to a planned funded initiative not commencing as planned in the year, statutory funding was also £160k below expected levels. Offsetting this to an extent was the receipt of more income than was anticipated from legacies (£570k above budget); the Friends of the Connection (£164k); and major donors (£82k) – the latter showing positive results from increased investment in resourcing. We did receive some statutory income in the final quarter of the year, providing personalized budgets for rough sleepers who were exposed to severe weather conditions. Additional smaller sums were received to coordinate the response to rough sleeping in Westminster during the Queen's funeral.

£1.5M

came from corporate, community trusts and earned income

Expenditure in total was £5.3m (2022: £5.6m), £117k below budget. Of this total, £3.4m related to staffing costs, and £2.0m to non-pay costs. Staffing costs were £377k lower than budgeted, due to a number of posts being vacant during the year. The annual inflationary uplift as determined by the National Joint Council of unions was marginally higher than anticipated, offsetting savings in this area to an extent. Non-pay costs were £260k higher than budgeted. The key driver of this underperformance was the unexpected surge in energy prices in the second half of the year, causing tilities costs to exceed budget by 43%. Though this was the most severe example, inflationary pressures were felt throughout the organisation, with other premises costs exceeding budget by 5%. In addition to this, client related costs exceeded budget by 12% due to the funded emergency provision in the final quarter of the year.

As at 31 March 2023, the charity's net assets were £3.1m (2022: £3.6m), reflecting the deficit incurred in the year. Further details are given in the discussion of our reserves.

As the inflationary forces experienced during the 2022/23 financial year look set to continue for the medium-term, we are expecting a challenging financial year in 2023/24. The trustees have agreed a 'worst-case' budget for the coming financial year which would return an unrestricted deficit of £766k, whilst continuing to spend down reserves designated for investment in service delivery and infrastructure. The management team will spend the year seeking both efficiencies in the charity's cost base and additional funding to reduce the impact of the wider economic environment on the organisation's general funds. Further consideration of the outlook for the coming year can be found in the section on Going Concern.

Principal sources of income

The Connection at St Martin's has a diverse range of income sources, which break down into five broad categories:

A Income received from statutory sources totalling £0.3m (£1.2m 2022), which was significantly lower than anticipated due to a planned project not commencing in the year. We would expect this figure to return to previous years' levels in 2023/24. Further details of statutory income are provided in note 3B to the Financial Statements.

B A grant of £0.8m (£0.8m 2022) from St Martin's Charity related to monies raised from the BBC Radio 4 Christmas Appeal. We continue to work closely with St Martin's Charity to use the funds raised by them to support our beneficiaries.

C Income from The Friends of The Connection of St Martin's totaling £418k (£213k 2022).

D Income from individuals and event income totalling £1.9m (£1.6m 2022). Included in this figure are the generous legacies referred to above of £1.1m (£898k 2022) which have again been higher than expected.

E Corporate, community, trusts and earned income of £1.5m (£1.6m 2022). After an exceptionally high level of income in 2020/21, funding from these sources has remained relatively consistent with the prior year, indicating a return to pre-pandemic levels.

Expenditure

Of our expenditure 85% was on charitable activities, with the rest expended on raising funds to support the organisation in delivering its mission. Fundraising costs have increased in the year as we invested in the resourcing within the team. We expect that this investment will result in greater income generation in the coming years, though we accept that it will take time for momentum to gather. Of total expenditure, 63% was on staffing, with the remainder mainly being on building costs and support (administration, IT and training), as well as goods and services provided in support of our clients. Expenditure has decreased by £0.3m from last year largely due to not having significant commitments under statutory contracts as was the case in previous years.

Principal risks and uncertainties

The Board of Trustees reviews its exposure to risk and maintains a risk register, identifying the level of exposure to any material risks with a constant view to improve systems and procedures which will mitigate them. This register is overseen by the Director of Finance and Resources. The Connection at St Martin's additionally has a more detailed register of operational risks, which addresses the exposure of our staff and volunteers to risk through the nature of our work with clients.

The principal risks identified are:

Risk	Response
Our Theory of Change is not effective in people moving away from the streets and there is no evidence to support this	Strong system for monitoring, evaluation & learning which demonstrates impact; Investment in qualitative external evaluation to provide in-depth evidence

The principal risks identified (continued):

Risk	Response
Safeguarding concerns and service delivery incidents occur as a result of our change in approach	Training and development for service teams; Clear policies, processes and reporting of incidents; Strong governance oversight of incidents and their causes; Build strong relationships with adult social care in local authorities to bring credibility to requests
It is not possible to access additional accommodation due to shortages of housing stock, high rents and/or insufficient funding	Strong offer of support; Good relationship with local authority; Flexibility around location of property
A rise in rough sleeping significantly increases need for our services	Partnership working with other services; Good, proactive assessment system and close monitoring of clients; Clear signposting of what we are here for and what we can and can't offer.
Income from statutory and/or voluntary sources doesn't meet budget	Ensure a diverse funding portfolio across a range of funding streams; Produce fundraising projections over the medium/long term to plan income; Create detailed fundraising strategy; communications strategy in place; Increased use of analytics to assist forecasting; Increased in-year forecasting to predict outcomes.
The 18 Keys project fails and we don't meet the income target for the capital development	Worst-case planning of adapting existing service model to a women's only space, emphasising community space and psychological support
Inability to recruit and retain a staff team with the right relationship development skills to deliver our theory of change	Strong recruitment process with applicant tracking system in place; Emphasis on CSTM as a great place to work; Increase support for staff with lived experience; Continue to develop organisational culture; Develop volunteering to build a pipeline of potential new staff
Issues with the lease prevent our ability to deliver services from the building, and we overspend on services which could be shared with cross-site partners	Lease negotiations progressed and reviewed; Participation in cross-site initiatives covering back-office functions; Offer flexibility on use of space in ways which don't negatively impact CSTM operations
Cyber risks, including IT systems failure resulting in loss of data or business functionality	Independent review of IT provision; Audit of IT hardware and infrastructure; Good policies and procedures covering GDPR and use of IT; Update IT system (incl back up); Put strong IT provider in place; Put in place IT disaster recovery plan; Provide staff training in new system; Longer term IT strategy in place; Business continuity plans including communications protocols
Major Health and Safety Incident	Compliance with law and regulation; H&S induction with all staff; Update health and safety policy and procedures; Quality, Policy and Compliance Sub Committee in place; Relaunch staff reps forum to raise issues and concerns; Incident management policy and regular incident review; Biennial H&S Audits & Fire Risk Assessments; Enact changes based on reports from H&S Audit and Fire Risk Assessment

The principal risks identified (continued):

Risk	Response
Financial fraud	Strong financial procedures and controls; Good audit in place; Further segregation of duties
Significantly increased operating costs resulting from the cost of living crisis and prevailing high inflation rates.	Regular oversight of financial performance and forecasts at the Finance Subcommittee; Procurement approach embedded to seek value for money; Regular budget meetings with staff team; Emergency fundraising appeal to cover exceptional costs

Reserves policy and going concern

Going concern

The Charity has sufficient reserves in place for the medium term. Given the highly uncertain fundraising environment, the adopted 2022/23 budget has been prepared with ‘worst-case’ assumptions around fundraised income, and indicates a significant deficit. The full impact of the cost of living crisis on the Charity’s finances is not yet clear, but we expect that income will be lower than in previous years, and costs will increase in line with inflationary forces. A target for the minimum level of reserves to be at least £1.7m has been set. The leadership team have been tasked with identifying and implementing cost saving measures to ensure this target is met at the 2023/24 and 2024/25 year ends. The trustees are keeping the situation under review through regular review of financial data and forecasts, and are confident that the charity’s reserves are adequate to meet the needs of the coming year.

The charity’s reserves policy has been reviewed in light of the results of the 2022/23 year, with some small movements between designated funds. A more detailed assessment of the reserves policy will be undertaken once there is more certainty around current year performance. Trustees have also reviewed forecasts covering the next three years that are predicated on steep inflationary pressures, and have noted the impact this would have on reserve balances at the end of the period. This has provided comfort over the use of the going concern basis in the preparation of the financial statements.

Reserves

The Board regularly monitors the level of unrestricted reserves on the charity’s balance sheet. This is done in order to ensure the continuation of The Connection’s services for the foreseeable future. The Charity’s reserves policy was reviewed at the 2022/23 year end.

Total funds amount to £3.1m (2022: £3.6m) of which £103k is restricted: £28k for service delivery projects, £43k for improvement works to our showers at Adelaide Street, and £33k for the development project at St Martin’s House.

The Connection’s total unrestricted reserves excluding tangible fixed assets amount to £3.1m (2022: £3.5m) and include both the general funds and those funds designated by the Board to develop specific areas of charitable work and to meet potential future obligations. As part of the

review of the reserves policy, new designations were made to ensure that all identified risks are adequately covered.

Included in the unrestricted funds are the following funds that the Board has designated for specific purposes:

- a Capital Replacement Reserve (2023: £849k 2022: £866k), designated to cover the cost of maintaining the infrastructure at Adelaide Street over the medium term.

- a Risk Reserve (2023: £912k 2022: £910k), designated for the purposes of covering the cost of winding down the operations of the charity in the event of a sudden and irreparable drop in income. The cost includes the value of onerous contracts and obligated payments to staff and is recalculated at each year-end to ensure that the estimates remain valid

- Funding for new projects to innovate services including changes to our accommodation models (2023: £546k 2022: £986k). At the year end, these include:

  – £20k (2022: £121k) for development work at St Martin's House in anticipation of implementation of the new service model;
  – £80k (2022: £140k) to cover the roles of additional staff in our Resource Centre team;
  – £161k (2022: £222k) to invest in the resourcing within our fundraising team;
  – £94k (2022: £149k) to invest in our communications and advocacy work;
  – £58k (2022: £150k) to develop our corporate services team and IT infrastructure;
  – 121k (2022: £203k) to increase the number of roles within our outreach team.

Full detail of reserves and designations are given in notes 19 and 20.

Structure, governance and management

The Connection at St Martin-in-the-Fields is a charitable company limited by guarantee, incorporated on 4 October 1999 and registered as a charity on 12 November 1999.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 7 to the accounts.

Our trustees

Our Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Tim Jones	Chair	**Simon Rawson**
Jill Kyne	Treasurer	**Keith Starling**
Chandra McGowan	Resigned: 19/09/2022	**Peter Warren**
Revd Dr Sam Wells		**Frances Stainer**
Maeve Walsh		**Melvene Adams** Appointed 18/04/2023
Catherine Cherry		**Anna Payton** Appointed 11/07/2023
Luc Leclercq		**Jakes Ferguson** Appointed 11/07/2023
Kunal Krishna		**Olivia Blaney** Appointed 11/07/2023
Alicia Walker		

Key management personnel

Pam Orchard	Chief Executive
Sarah Makhlouf	Director of Services
Elizabeth Charles	Director of Fundraising & Communications (maternity leave from August 2023 onwards)
Lanner Feltham	Director of Fundraising (maternity cover, August 2023 onwards)
Tony Wells	Director of Finance and Resources
Auditors	Sayer Vincent LLP, Invicta House, 108 – 114 Golden Lane, London, EC1Y 0TL
Bankers	Coutts, 440 Strand, London, WC2R 0QS
Investment advisors	CCLA, Senator House, 85 Queen Victoria Street, London, EC4V 4ET
Solicitors	Russell Cooke, 2 Putney Hill, London, SW15 6AB

Appointment of Trustees

There is an open recruitment process for new trustees, which takes place on a cyclical basis. A Nominations Committee comprising existing board members selects and proposes new trustees to the main board. No new trustees were added to the board in the financial year.

Trustee induction & training

The Trustees came together as a group for a one-day programme at The Connection and have followed up with individual meetings with the Leadership Team and other staff.

Related parties and relationships with other organisations

Transactions we have with the St Martin-in-the-Fields organisations include:

- paying an annual license fee for use of the building
- payments for our share of utilities and other cross-site costs
- receiving a grant from St Martin's Charity related to the BBC Radio 4 Christmas Appeal
- receiving a grant from St Martin's Development Trust related to the 18 Keys Building Project

The related party who is able to exert influence over these is:

- Sam Wells, Vicar of St Martin's, who has a governance role in each organisation on site, including as a Trustee of The Connection.

- Melvene Adams, who is a trustee of The Connection and the St Martin's Development Trust, and a Church Warden of the St Martin's Parochial Church Council.

Remuneration policy for key management personnel

The remuneration of the CEO is set on a National Joint Council (NJC) related scale so tied into other staff pay increases. The National Joint Council is the negotiating body which determines pay and conditions for local government services.

Pay for other key management personnel has been reviewed by the Remuneration and Nominations Committee. All are set on NJC-related pay scales, so are subject to the same cost of living increases as staff.

Public benefit statement

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure that the charity's aims, objectives and activities remain focused on our stated purposes.

When carrying out this review of the charity's aims, objectives and future plans, the trustees refer to the Charity Commission's guidance on public benefit. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set. The trustees are satisfied that the charity is operating for the public benefit.

Statement of responsibilities of the Trustees

The trustees (who are also directors of The Connection at St Martin-in-the-Fields for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 these financial statements, the trustees are required to:
:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

In so far as the Trustees are aware:

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

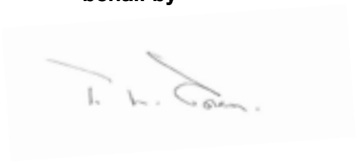
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee are liable to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2022 was 12 (2022: 13). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Sayer Vincent LLP have expressed their willingness to continue as the charity's auditors and are deemed to be reappointed in this capacity.

The Trustees' annual report has been approved by the Trustees and signed on their behalf by



Tim Jones, Chair of Trustees

Independent auditor's report to the members of The Connection at St Martin-in-the-Fields

Opinion

We have audited the financial statements of The Connection at St Martin-in-the-Fields (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2023 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 T*he Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2023 and of the group's 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

- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on The Connection at St Martin-in-the-Fields's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees' annual report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements

- the Trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 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 parent charitable company 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 directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charites Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's/ group's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.

- We inspected the minutes of meetings of those charged with governance.

- We obtained an understanding of the legal and regulatory framework that the charity/ group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity/group from our professional and sector experience.

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.

- We reviewed any reports made to regulators.

- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.

- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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 and 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 members those matters we are required to state to them in an auditor's 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.

Judith Miller (Senior statutory auditor)
19/09/2023

for and on behalf of Sayer Vincent LLP, Statutory Auditor Invicta House,
108-114 Golden Lane, London, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Financial Statements for the year ended 31st March 2023

The Connection at St Martin-in-the-Fields

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2023

	Note	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Income from:							
Donations and legacies	2	3,624,249	42,670	**3,666,919**	3,122,959	116,690	3,239,649
Charitable activities							
Engagement & Assessment	3	-	492,253	**492,253**	-	1,248,421	1,248,421
Recovery	3	199,755	294,630	**494,385**	218,474	218,474	665,756
Impact & Evidence	3	-	-	**-**	-	12,500	12,500
Enterprise	3	2,094	60,000	**62,094**	1,309	64,500	65,809
Other trading activities	4	119,581	-	**119,581**	123,733	-	123,733
Interest receivable and Investments		17,041	-	**17,041**	19,985	-	19,985
Total income		3,962,720	889,553	4,852,273	3,486,460	1,889,393	5,375,853
Expenditure on:							
Raising funds	5a	779,610	-	**779,610**	698,789	-	698,789
Charitable activities							
Engagement & Assessment	5a	1,660,718	502,253	2,162,971	1,530,701	1,322,365	2,853,066
Recovery	5a	1,734,761	366,170	**2,100,931**	1,375,891	382,794	1,758,685
Impact & Evidence	5a	246,417	-	**246,417**	226,399	25,000	251,399
Employment	5a	-	-	**-**	-	-	-
Enterprise	5a	-	47,279	**47,279**	5,019	64,500	69,519
Total expenditure		4,421,506	915,702	**5,337,208**	3,836,799	1,794,659	5,631,458
Net income/(expenditure) for the year and net movement in funds	6	(458,786)	(26,149)	**(484,935)**	(350,339)	94,734	(255,605)
Net gains/(losses) on investments		(16,877)	-	**(16,877)**	42,844	-	42,844
Reconciliation of funds:							
Total funds brought forward		3,514,705	129,239	**3,643,944**	3,822,200	34,505	3,856,705
Total funds carried forward		3,039,042	103,090	**3,142,132**	3,514,705	129,239	3,643,944

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

Balance sheet as at 31 March 2023

Company registration number: 3852519

The Connection at St Martin-in-the-Fields

	Note	The Group 2023 £	The Group 2022 £	The Charity 2023 £	The Charity 2022 £
Fixed assets:					
Tangible assets	10	76,091	58,781	76,091	58,782
Investments	12	826,084	842,961	828,084	844,961
		902,175	901,742	**904,175**	903,742
Current assets:					
Stock		10,554	11,273	10,554	11,273
Debtors	11	171,798	481,014	189,388	495,957
Cash at bank and in hand		2,373,516	2,638,177	2,364,116	2,635,209
		2,555,868	3,130,464	**2,564,058**	3,142,439
Liabilities:					
Creditors: amounts falling due within one year	13	315,911	388,262	315,911	388,262
Net current assets / (liabilities)		**2,239,957**	2,742,202	**2,248,147**	2,754,177
Total net assets / (liabilities)		**3,142,132**	3,643,944	**3,152,322**	3,657,919
The funds of the charity:					
Restricted income funds	20	103,090	129,239	103,090	129,239
Unrestricted income funds:					
Designated funds		2,427,851	2,890,298	2,427,851	2,890,298
General funds		611,191	624,407	621,381	638,383
Total unrestricted funds		**3,039,042**	3,514,705	**3,049,232**	3,528,681
Total charity funds		**3,142,132**	3,643,944	**3,152,322**	3,657,920

Approved by the Trustees on 19 September 2023 and signed on their behalf by

Mr Tim Jones
Chair of Trustees

Statement of cash flows for the year ended 31 March 2023

The Connection at St Martin-in-the-Fields

Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2023 £	2022 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	**(484,935)**	(255,605)
Depreciation charges	**17,789**	11,164
Dividends, interest and rent from investments	**(17,041)**	(19,985)
Loss of disposal of fixed assets	**-**	-
(Increase)/decrease in stocks	**719**	(3,239)
(Increase)/decrease in debtors	**309,216**	46,617
Increase/(decrease) in creditors	**(72,351)**	(7,777)
Net cash (used in) operating activities	**(246,603)**	(228,825)

	Note	2023 £	2023 £	2022 £	2022 £
Cash flows from operating activities					
Net cash provided by / (used in) operating activities	21		**(246,603)**		(228,825)
Cash flows from investing activities:					
Dividends, interest and rents from investments		**17,041**		19,984	
Purchase of fixed assets		(35,099)		-	
Purchase of investments		**-**		(250,000)	
Net cash provided by / (used in) investing activities			**(18,058)**		(230,016)
Change in cash and cash equivalents in the year			**(264,661)**		(458,841)
Cash and cash equivalents at the beginning of the year			**2,638,177**		3,097,018
Cash and cash equivalents at the end of the year			**2,373,516**		2,638,177

1. Accounting policies

a) Statutory information

The Connection at St Martin-in-the-Fields is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is 12 Adelaide Street, London, WC2N 4HW.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

These financial statements consolidate the results of the charity and its wholly-owned subsidiary Show Your Connection Limited on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charity itself is not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income from Statutory and other grants, whether ‘capital’ grants or ‘revenue’ grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor’s intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

Income from sales of goods is recognised once the significant risks and rewards of ownership of the goods has been transferred to the buyer.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Interest receivable and investment income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank. Investment income includes realised and unrealised income from investment assets.

g) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees’ annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Allocation of direct support and indirect costs

Resources expended are allocated to the particular activity to which the expenditure directly relates. Support and indirect costs are also apportioned to those activities based on the allocation methodology shown below. Support costs are the costs that can be directly attributed to all areas of the organisation and include essentials such as the building, staff training, utilities, insurance, IT, and telephones. Indirect costs are the costs of HR, Finance and Leadership. Depending on the nature of the expenditure, the most appropriate of the two allocation methodologies below is used to allocate that expenditure to the appropriate activity. The percentages used for these allocations are shown below.

	Headcount FTE	Floor Area
Engagement & Assessment	37%	50%
Recovery	28%	24%
Impact & Evidence	5%	5%
Enterprise	0%	0%
Fundraising & Communications	16%	9%
Finance	3%	2%
Human Resources	4%	4%
Leadership & Governance	6%	5%

1. Accounting policies (continued)

k) Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the minimum lease term.

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £2,500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Fixtures, fittings and equipment: 5 years
- IT hardware: 3 years.

In all cases depreciation is calculated using the straight line method. The freehold property is not depreciated. See note 10 for depreciation of the leasehold property.

m) Stocks

Stocks are stated at the lower of cost and net realisable value. Stock consists of goods for sale and café food supplies.

n) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

Prepayments are valued at the amount prepaid net of any trade discounts due.

o) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. This does not include any cash held within the charity's investment portfolio.

p) Investments

Listed investments are valued at the quoted bid price at the reporting date.

r) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

s) Pensions

Contributions to the Connection at St Martin's money purchase pension schemes are recognised when the liability is due to be paid to the pension provider.

t) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2. Income from donations and legacies

	2023			2022		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Corporate	524,749	9,500	**534,249**	469,585	-	**469,585**
Community	17,323	-	**17,323**	10,547	-	**10,547**
Individuals	1,751,972	500	**1,752,472**	1,469,949	-	**1,469,949**
Trusts	103,670	-	**103,670**	147,176	-	**147,176**
St Martin-in-the-Fields Charity*	800,000	-	**800,000**	800,000	-	**800,000**
Friends of The Connection at St Martin's*	417,670	-	**417,670**	212,992	-	**212,992**
St Martin-in-the-Fields Development Trust*	-	32,670	**32,670**	-	116,690	**116,690**
Donations in Kind	8,865	-	**8,865**	12,710	-	**12,710**
	3,624,249	42,670	**3,666,919**	3,122,959	116,690	**3,239,649**

*Related parties.

3. Income from charitable activities

	2023			2022		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Engagement & Assessment						
Corporate	-	206,690	**206,690**	-	290,462	**290,462**
Statutory	-	188,237	**188,237**	-	889,404	**889,404**
Friends of The Connection	-	54,526	**54,526**	-	46,472	**46,472**
Trusts	-	42,800	**42,800**	-	22,083	**22,083**
Sub-total for Engagement & Assessment	-	492,253	**492,253**	-	1,248,421	**1,248,421**
Recovery						
Statutory	-	88,613	**88,613**	-	286,082	**286,082**
Corporate		75,000	**75,000**		110,000	**110,000**
Charges to residents	199,755	-	**199,755**	218,474	-	**218,474**
Trusts	-	131,017	**131,017**	-	51,200	**51,200**
Sub-total for Recovery	199,755	294,630	**494,385**	218,474	447,282	**665,756**
Impact & Evidence (I&E)						
Trusts	-	-	**12,500**	-	12,500	**12,500**
Sub-total for I&E	-	-	**-**	-	12,500	**12,500**
Enterprise						
Corporate	-	60,000	**60,000**	-	64,500	**64,500**
Earned	2,094	-	**2,094**	1,309	-	**1,309**
Sub-total for Enterprise	2,094	60,000	**62,094**	1,309	64,500	**65,809**
Total charitable activities	201,849	846,883	**1,048,732**	219,783	1,772,703	**1,992,486**

3b. Breakdown of Statutory income sources

		2023	2022
Source	Nature	Amount £	Amount £
Westminster City Council	Westminster Outreach Contract	**94,750**	**94,750**
Westminster City Council	Winter Personalisation Fund	**100,000**	**-**
Westminster City Council	Severe Weather Emergency Protocol Activation	**13,237**	**-**
Westminster City Council	COVID Response	**-**	**262,743**
Westminster City Council	Additional Emergency Accommodation Funding	**-**	**579,651**
Westminster City Council	Migration services	**-**	**14,667**
Wandsworth Council	Supporting People Contract	**82,816**	**82,816**
Wandsworth Council	Discretionary COVID support	**5,797**	**27,936**
Other Statutory funding	Women's Development Unit	**-**	**112,923**
		276,850	**1,175,486**

4. Income from other trading activities

	2023			2022		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Events	88,783	-	**88,783**	98,271	-	**98,271**
Trading income	8,705	-	**8,705**	4,767	-	**4,767**
St Martin's annual pilgrimage	2,147	-	**2,147**	4,780	-	**4,780**
Room bookings	19,946	-	**19,946**	15,915	-	**15,915**
	119,581	-	**119,581**	123,733	-	**123,733**

5a. Analysis of expenditure (current year)

	Raising funds £	Charitable activities: Engagement and Assessment £	Recovery £	Impact and Evidence £	Employment £	Enterprise £	Governance costs £	Indirect costs £	2023 Total £	2022 Total £
Staff costs (Note 7)	473,721	1,093,419	901,583	139,118	-	41,210	-	559,105	**3,208,156**	3,431,781
Non pay costs	79,561	150,775	564,709	23,940	-	6,069	14,489	130,374	**969,917**	1,162,873
Support costs - Staff (Note 7)	4,894	97,564	59,608	2,390	-	-	-	6,782	**171,238**	195,295
Support costs - Non Staff	98,182	479,257	249,394	42,012	-	-	-	119,052	**987,897**	841,509
	656,358	1,821,015	1,775,294	207,460	-	47,279	14,489	815,313	**5,337,208**	5,631,458
Indirect costs	121,100	335,985	319,951	38,277	-	-	-	(815,313)	-	-
Governance costs	2,152	5971	5,686	680	-	0	(14,489)	-	-	-
Total expenditure 2023	**779,610**	**2,162,971**	**2,100,931**	**246,417**	**-**	**47,279**	-	-	**5,337,208**	-
Total expenditure 2022	698,789	2,853,066	1,758,685	251,399	-	69,519	-	-	-	5,631,458

5b. Analysis of expenditure (prior year)

	Raising funds £	Charitable activities: Engagement and Assessment £	Recovery £	Impact and Evidence £	Employment £	Enterprise £	Governance costs £	Indirect costs £	2022 Total £
Staff costs (Note 7)	374,435	1,429,627	848,913	145,677	-	38,817	-	594,312	**3,431,781**
Non pay costs	138,155	414,846	430,552	33,122	-	3,837	12,600	129,761	**1,162,873**
Support costs - Staff (Note 7)	7,067	152,705	22,085	3,534	-	1,953	-	7,951	**195,295**
Support costs - Non Staff	70,683	465,651	193,186	31,238	-	8,414	-	72,337	**841,509**
	590,340	2,462,829	1,494,736	213,571	-	53,021	12,600	804,361	**5,631,458**
Indirect costs	106,742	384,094	259,794	37,233	-	16,498	-	(804,361)	**-**
Governance costs	1,707	6,143	4,155	595	-	-	(12,600)	-	**-**
Total expenditure 2022	**698,789**	**2,853,066**	**1,758,685**	**251,399**	**-**	**69,519**	-	-	**5,631,458**

6. Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2023 £	2022 £
Depreciation	**17,789**	11,164
Operating lease rentals:		
Property*	**331,097**	229,342
Other	**13,051**	15,402
Auditors' remuneration (excluding VAT):		
Audit	**12,075**	10,500

* A licence fee is paid to St Martin's Church of £130,000 (2022: £125,000). In addition, St Martin's Church was reimbursed £201,097 (2022: £104,342) for costs incurred on behalf of the charity. St Martin's Church is regarded as a related party since one of the St Martin's Church Trustees is also Trustee of The Connection at St Martin's.

7. Analysis of staff costs, Trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	**2,858,027**	3,012,676
Redundancy and termination costs	**7,500**	89,153
Social security costs	**309,648**	308,072
Employer's contribution to defined contribution pension schemes	**138,385**	155,362
Agency staff (sickness and holiday cover and third party)	**65,834**	61,813
	3,379,394	3,627,076

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2023 no.	2022 no.
£60,000 - £69,999	**2**	-
£70,000 - £79,999	**-**	-
£80,000 - £89,999	**1**	1

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £323,001 (2022: £326,269).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2022: £nil) incurred by no (2022: none) members relating to attendance at meetings of the trustees.

8. Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 78 (2022: 86). The full time equivalent head count for the year was 72 (2022: 79).

Staff are split across the activities of the charitable company as follows, based on full time equivalents:

	2023 no.	2022 no.
Raising funds	**9.1**	**8.7**
Engagement & Assessment	**25.3**	**31.6**
Recovery	**18.9**	**20.5**
Impact & Evidence	**3.2**	**3.4**
Employment	**0.7**	**-**
Enterprise	**15.1**	**1.3**
Support staff, including governance	**13.7**	**13.7**
	72.3	**79.2**

9. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Show Your Connection Limited distributes under Gift Aid available profits to the parent charity.

10. Tangible fixed assets (group and charity)

	Freehold property & improvements £	Leasehold property £	Fixtures, fittings & equipment £	IT hardware £	Total £
Cost or valuation					
At the start of the year	87,595	1	127,421	257,840	**472,857**
Additions in year	-	-	-	35,099	**35,099**
At the end of the year	87,595	1	127,421	292,939	**507,956**
Depreciation					
At the start of the year	40,382	-	115,854	257,840	**414,076**
Charge for the year	-	-	6,089	11,700	**17,789**
At the end of the year	40,382	-	121,943	269,540	**431,865**
Net book value At the end of the year	47,213	1	5,478	23,399	**76,091**
At the start of the year	47,213	1	11,567	1	**58,782**

Property with a value of £87,595 (2022: £87,595) is included in freehold property and no longer depreciated because the directors are confident that the market value exceeds the net book value. The Connection at St Martin's owns the freehold on St Martin's House, which is on a long lease at a peppercorn rent to L&Q Housing. L&Q refurbished and manage the property and lease it back to The Connection at St Martin's.

The Board of Trustees consider that due to restrictive covenants placed on the use of 12 Adelaide Street, the leasehold property has no commercial value, and a nominal amount of £1 is included in the financial statements.

All of the above assets are used for charitable purposes

11. Debtors

	The Group		The Charity	
	2023 £	2022 £	2023 £	2022 £
Trade debtors	**44,381**	248,385	**42,303**	248,385
Prepayments	**92,958**	153,817	**92,958**	153,817
Accrued income	**21,291**	72,524	**21,291**	72,524
Amounts owed by group undertaking	**-**	-	**19,668**	14,943
Other Debtors	**13,168**	6,288	**13,168**	6,288
	171,798	481,014	**189,388**	495,957

12. Investments (group and charity)

	2023 £	2022 £
Market Value at beginning of year	**842,961**	550,117
Purchases during the year at cost	**-**	250,000
Proceeds of sales during the year	**-**	-
Gains / (losses) on re-measurement to fair value	**(16,877)**	42,844
Market Value	**826,084**	842,961
Historical cost	**750,000**	750,000

All current asset investments are units in shares held in the COIF Charities Investment Fund which is traded on a regular basis. The total loss recognised on these investments in the period was £16,877 (2022: gain of £42,844) representing the fair value re-measurements shown above.

13. Creditors: amounts falling due within one year

	The Group		The Charity	
	2023 £	2022 £	2023 £	2022 £
Trade creditors	**45,216**	60,741	**45,216**	60,741
Taxation and social security	**76,520**	87,732	**76,520**	87,732
Accruals	**135,394**	182,680	**135,394**	182,680
Deferred income (note 14)	**35,000**	35,000	**35,000**	35,000
Other creditors	**23,781**	22,109	**23,781**	22,109
	315,911	388,262	**315,911**	388,262

14. Deferred income

Deferred income of £35,000 (2022: £35,000) represents grants and donations received in advance of the year end for intended application after 31 March 2023. No income was deferred for more than one year (2022: Nil)

	The Group		The Charity	
	2023 £	2022 £	2023 £	2022 £
Balance at the beginning of the year	**35,000**	81,463	**35,000**	81,463
Amount released to income in the year	**(35,000)**	(81,463)	**(35,000)**	(81,463)
Amount deferred in the year	**35,000**	35,000	**35,000**	35,000
Balance at the end of the year	**35,000**	35,000	**35,000**	35,000

15. Creditors: amounts falling due after one year

The charity has no liabilities falling due after one year.

16. Pension scheme

The company operates a defined contribution purchase pension scheme for qualifying employees.
There are defined contribution schemes not open to new staff. The schemes are:

- Peoples Pension (DC). Members at year end date: 73.
- Scottish Widows Pension (DC). Members at year end date: 6.
- Friends Life#1 & Engage Mutual Insurance. One member each at year end date in these DC schemes (Total 2).

17. Subsidiary undertaking

The charity owns the whole of the issued ordinary share capital of Show Your Connection Limited, a company registered in England. The company number is 12510611. The registered office address is 12 Adelaide Street, London WC2N 4HW.

The subsidiary is used for non-primary purpose trading activities. All activities have been consolidated on a line-by-line basis in the statement of financial activities. Available profits are distributed under Gift Aid to the parent charity.

The Trustee, Keith Starling, together with the Chief Executive and other staff are also directors of the subsidiary.

A summary of the results of the subsidiary is shown below:

	2023 £	2022 £
Turnover	**51,056**	47,196
Other Income	**-**	-
Cost of sales	**-**	534
Gross profit/(loss)	**51,056**	46,662
Administrative expenses	**191**	6,567
Management charge payable to parent undertaking	**47,078**	43,537
Other operating income	**-**	-
Profit/(loss) on ordinary activities before interest and taxation	**(47,270)**	(50,104)
Profit / (loss) for the financial year	**3,786**	(3,442)
Retained earnings		
Total retained earnings brought forward	**(11,976)**	(8,534)
Profit / (loss) for the financial year	**3,786**	(3,442)
Distribution under Gift Aid to parent charity	**-**	-
Total retained earnings carried forward	**(8,190)**	(11,976)
The aggregate of the assets, liabilities and reserves was:		
Assets	**11,478**	2,967
Liabilities	**19,668**	14,943
Reserves	**(8,190)**	(11,976)

Amounts owed to/from the parent undertaking are shown in note 11.

18. Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2023 £	2022 £
Gross income	**4,890,650**	**5,414,757**
Result for the year	**(505,598)**	**(209,186)**

19a. Analysis of group net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	76,091	-	-	**76,091**
Fixed asset investments	-	826,084	-	**826,084**
Net current assets	535,100	1,601,767	103,090	**2,239,957**
Net assets at 31 March 2023	**611,191**	**2,427,851**	**103,090**	**3,142,132**

19b. Analysis of group net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	58,781	-	-	**58,781**
Fixed asset investments	-	842,961	-	**842,961**
Net current assets	565,626	2,047,337	129,239	**2,742,202**
Net assets at 31 March 2022	**624,407**	**2,890,298**	**129,239**	**3,643,944**

20a. Movements in funds (current year)

	At 1 April 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2023 £
Restricted funds:					
Engagement & Assessment					
Day Centre	-	83,650	(83,650)	-	**-**
Street Engagement	-	408,603	(408,603)	-	**-**
Emergency Accommodation Services	-	-	-	-	**-**
Recovery					
Housing & Resettlement	10,000	5,000	(15,000)	-	**-**
St Martin's House	-	95,669	(95,669)	-	**-**
Recovery & Opportunities	15,000	118,961	(118,961)	-	**15,000**
Women's Development Unit	26,700	75,000	(101,700)	-	**-**
Impact & Evidence					
Systems Change Project	-	-	-	-	**-**
Support Services					
St Martin's House Development Project	34,793	28,685	(30,855)	-	**32,623**
Courtyard Garden Project	-	3,985	(3,985)	-	**-**
Client Food Service	-	5,000	(5,000)	-	**-**
Facilities	42,746	5,000	(5,000)	-	**42,746**
Enterprise					
Enterprise Development	-	60,000	(47,279)	-	**12,721**
Total restricted funds	129,239	889,553	(915,702)	-	**103,090**
Unrestricted funds:					
Designated funds:					
Lease fund	28,500	-	-	(1,500)	**27,000**
Capital replacement fund	866,250	-	(16,877)		**849,373**
Jenny Joseph Legacy Garden Reserve	100,000	-	(6,337)		**93,663**
Risk Reserve	909,693	-	-	2,252	**911,945**
St Martin's House Transition Reserve	117,268	-	(97,109)		**20,159**
Additional approved expenditure	868,587	-	(342,876)		**525,711**
Total designated funds	2,890,298	-	(463,199)	752	**2,427,851**
General funds	624,407	3,962,720	(3,975,184)	(752)	**611,191**
Total unrestricted funds	3,514,705	3,962,720	(4,438,383)	-	**3,039,042**
Total funds	3,643,944	4,852,273	(5,354,085)	-	**3,142,132**

The narrative to explain the purpose of each fund is given at the foot of the note below.

20b. Movements in funds (prior year)

	At 1 April 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
Restricted funds:					
Engagement & Assessment					
Day Centre	-	116,698	(116,698)	-	**-**
Street Engagement	-	391,238	(391,238)	-	**-**
Emergency Accommodation Services	-	730,094	(730,094)	-	**-**
Recovery					
Housing & Resettlement	-	76,907	(66,907)	-	**10,000**
St Martin's House		115,752	(115,752)		**-**
Migrant projects	-	-	-	-	**-**
Recovery & Opportunities	-	115,000	(100,000)	-	**15,000**
Women's Development Unit	22,005	139,623	(134,928)	-	**26,700**
Impact & Evidence					
Systems Change Project	12,500	12,500	(25,000)	-	**12,500**
Support Services					
St Martin's House Development Project		66,690	(31,897)	-	**34,793**
Facilities	-	60,390	(17,644)	-	**42,746**
Enterprise					
Client Food Service	-	4,500	(4,500)	-	**-**
Enterprise Development	-	60,000	(60,000)	-	**-**
Total restricted funds	34,505	1,889,392	(1,794,658)	-	**129,239**
Unrestricted funds:					
Designated funds:					
Lease fund	30,000	-	-	(1,500)	**28,500**
Capital replacement fund	825,000	41,250	-	-	**866,250**
Jenny Joseph Legacy Garden Reserve	100,000	-	-	-	**100,000**
Future Deficit Reserve	260,823	3,488,055	(3,694,623)	(54,255)	**-**
Risk Reserve	940,911	-	-	(31,218)	**909,693**
St Martin's House Transition Reserve	117,268	-	-	-	**117,268**
Emergency Accommodation Bridging Reserve	300,000	-	-	(300,000)	**-**
Additional approved expenditure	942,841	-	(142,177)	67,923	**868,587**
Total designated funds	3,516,843	3,529,305	(3,836,800)	(319,050)	**2,890,298**
General funds	305,357	-	-	319,050	**624,407**
Total unrestricted funds	3,822,200	3,529,305	(3,836,800)	-	**3,514,705**
Total funds	3,856,705	5,418,697	(5,631,458)	-	**3,643,944**

20c. Purposes of restricted funds

The majority of restricted funds that the charity receives are restricted to a particular service, and are usually spent within the year of receipt. Where the restriction is more specific, it is identified within the appropriate service.

Engagement & Assessment Services received restricted donations for:

- Day Centre: Contributions to the running of the Day Centre at Adelaide Street during the COVID-19 outbreak and recovery.
- Street Engagement: Contributions to the operations of the outreach team.
- Emergency Accommodation: Contributions to the operation of the accommodation provided at The Bridge and hotels in place of the Night Centre at Adelaide Street.

Recovery Services received restricted donations for:

- Housing & Resettlement: Donations towards our Housing & Resettlement work.
- Migration: Donations towards our work with migrants.
- Recovery & Opportunities: Donations towards our recovery programme and employment work.
- St Martin's House Development Project: Donations towards the development project on our property at St Martin's House.
- Women's Development Unit: Contributions towards our work with female rough sleepers.

Enterprise received restricted donations for:

- Client Food Service: Providing hot food for our night service clients.
- Enterprise Development: Donations towards the development of our social enterprise activity."

Purposes of designated Funds:

Lease fund

This reserve is designated from the lease payment received from London & Quadrant Housing Association for St Martin's House. This is being transferred to general reserves over the remaining life of the lease at a rate of £1,500 per annum.

Jenny Joseph Legacy Garden Fund

This fund was designated to reflect the Charity's decision to use some of the funds left in a legacy in the creation of a memorial in the courtyard garden, and is intended for use within two years.

Future Deficit Reserve

This fund is designated to ensure that adequate reserves are held by the Charity to cover the budgeted deficit in the 2021/22 year, and was fully spent in the current year.

Risk Reserve

This fund is designated to ensure that adequate funds are held to enable the Charity to continue to meet its financial obligations in the event of a sudden and immediate decrease in income.

Capital Replacement Fund

The reserve was initially established to meet costs in the short to middle-term of maintaining the infrastructure at 12 Adelaide St. It has now been 14 years since the 2008 building renewal programme and the likelihood of wear-and-tear increases with time. A maintenance reserve of £750,000 has been established to meet the anticipated future medium / longer term costs related to maintaining the infrastructure at 12 Adelaide Street. The monies supporting this fund are invested with our investment managers and the investment return will be a key component to our funding of these future costs expected to be incurred in years 6 through 15 of our lease on the properties. If donations are received for a portion of these costs the fund will be reduced accordingly. Over the next 5 years the site-wide Buildings Futures fundraising program is designed to cover such expected costs and as such no designated reserve has been put in place to cover the next 5 years.

St Martin's House Transition Reserve

The reserve is held to cover the anticipated costs of the transition from the old service model at St Martin's House to the new in the next two financial years. Also included is a contingency for the cost of the garage development on site.

Emergency Accommodation Bridging Reserve

The reserve is designated to cover the expected additional costs of relocating the emergency accommodation service provided at The Bridge to a new site for a three-year period, after which time the costs will be subsumed into the core budget. Developments have meant that The Bridge service was wound down in the year, and this reserve is therefore no longer required.

Identified Additional Spend Reserve

This reserve is designated to fund additional innovations and projects which will further the charitable purpose of The Connection. In order for a project to be designated as part of this fund, an application must be submitted to and approved by the Board of Trustees.

21. Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods.

	Land and buildings		Equipment	
	2023 £	2022 £	2023 £	2022 £
Less than one year	**223,028**	246,301	**10,947**	13,052
One to five years	**951,003**	1,026,567	**32,913**	42,136
Over five years	**2,429,263**	2,565,837	**-**	1,723
	3,603,294	**3,838,705**	**43,860**	**56,911**

22. Capital commitments

At the balance sheet date, the charity had committed to £nil (2022: £nil) capital commitments.

23. Contingent assets or liabilities

"In August 2022 the charity received notification of a legacy, income from which would be transferred to the charity at a later date. An instalment of £200,000 was received in April 2023. As no estimation of the value was provided at the year-end, the criteria for recognising income were not met and the legacy was therefore not accrued for at the year-end.

There were no contingent liabilities as at the Balance Sheet date.

24. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

25. Related parties

As disclosed in note 3, the charity received income from the Friends of St Martin's of £413,604 (2022: £212,992).

Show Your Connection Ltd is a wholly owned subsidiary of the Charity. One trustee of the Charity is also a director of Show Your Connection Ltd. During the year costs totalling £47,078 (2022: £43,537) were recharged to Show Your Connection Ltd by the Charity, income totalling £42,534 (2022: 42,429) was passed from the Charity to Show Your Connection Ltd, and at the year end amounts totalling £19,667 were owed to the Charity by Show Your Connection Ltd.

As the vicar of St Martin's Church, Sam Wells is able to directly influence the Parochial Church Council and the St Martin's group of organisations. As per note 7, the Connection at St Martin's makes annual licence fee payments to St Martin's Church of £130,000 (2022: £125,000), made payments of £201,097 (2022: £104,342) reimbursing St Martin's Ltd and St Martin's PCC for shared costs, as well as receiving £800,000 (2022:£ 800,000) from St Martin-in-the-Fields Charity in relation to the BBC Christmas Appeal (see note 3), and receiving £28,685 (2022: £66,690) from the St Martin-in-the-Fields Trust in relation to the 18 Keys Project.

As a trustee, Melvene Adams is able to influence decisions made by the St Martin-in-the-Fields Development Trust. During the year, £28,685 was received from the Trust in relation to the 18 Keys Project (2022: £66,690).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

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www.garymanhine.com

All client names have been changed.

www.connection-at-stmartins.org.uk
fundraising@cstm.org.uk

The Connection at St Martin's
12 Adelaide Street
London
WC2N 4HW

@homelesslondon
TheConnectionAtStMartins
@connection_homeless

020 7766 5544

Registered charity number: 1078201
Company number: 3852519

Registered with FUNDRAISING REGULATOR

Registered with the Office of the Immigration Service Commission No.N201900032