



**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.





## 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**

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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. 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.

“

**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



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

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## 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.<sup>1</sup>

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.

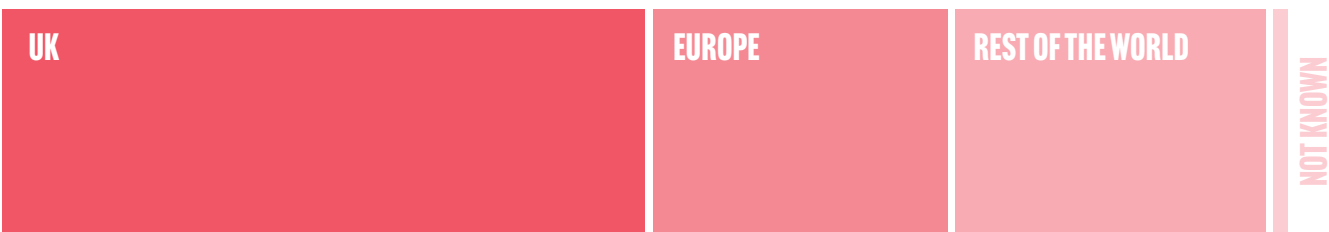
## The people we support are:

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



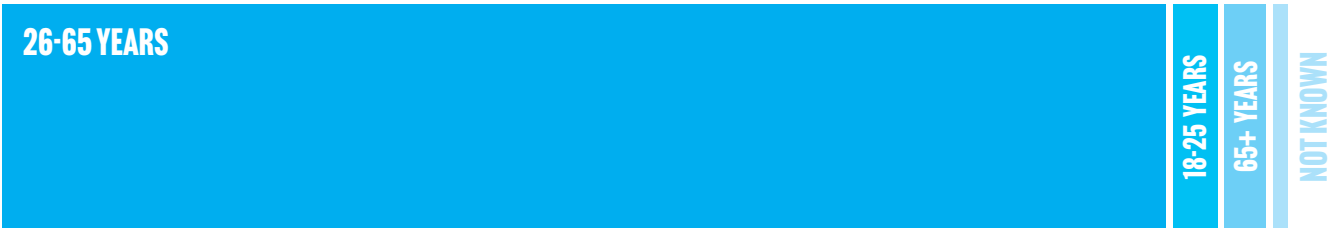
## The people we support come from:

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 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.

“

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



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](#).



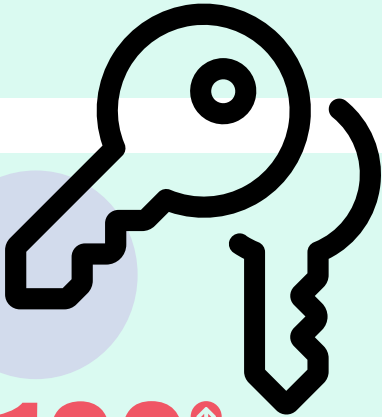
Our Street Engagement Team are often the first point of contact with clients

Photo: Marc Gascoigne



# WHAT WE HAVE ACHIEVED

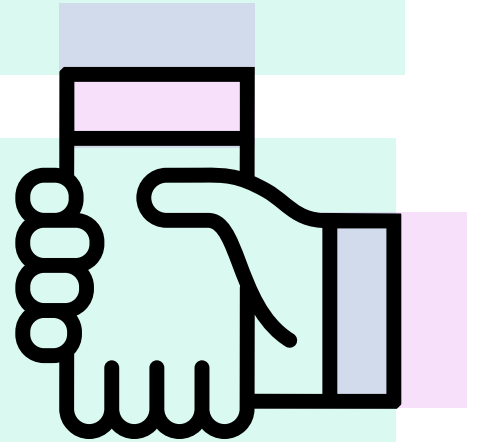
## THIS YEAR WE HAVE:



**162<sup>↑</sup>**

23/24  
**122**

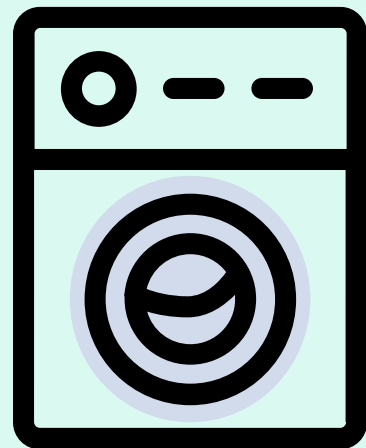
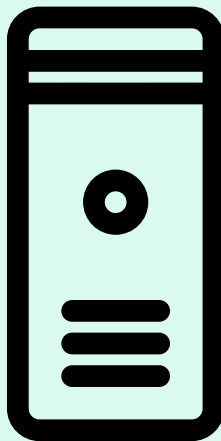
people moved into new accommodation with our support.



**1034<sup>↑</sup>**

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

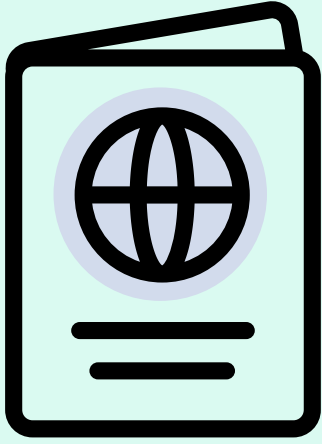
23/24  
**982**  
with 276 people



**1353<sup>↑</sup>**

people welcomed into our centre to use our essential services.

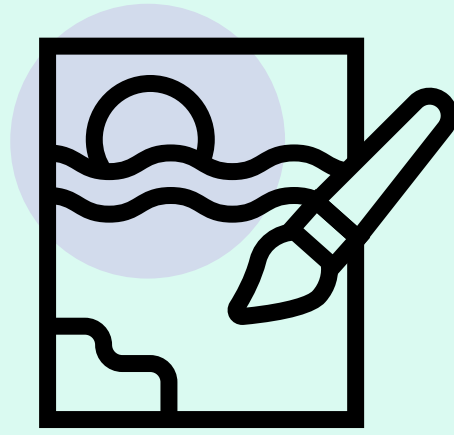
23/24  
**1286**



124<sup>↑</sup>

23/24  
108

people helped  
with their  
migration status.



230<sup>↑</sup>

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

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# 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.

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.

**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.



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.

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'S STORY

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.

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.

# 1,353

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

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# 2,766

laundry sessions

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# 7,213

showers

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# 14,913

meals were provided

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

## JONNY'S STORY

*"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.

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.<sup>2</sup> 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.

# 162

people moved into new accommodation this year with our support

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



Client Peter in our art room

Photo: Marc Gascoigne

## Immigration

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

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

## St Martin's House

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.

# 124

people were helped  
with their immigration  
status this year

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# 20

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

We facilitated 53  
group sessions during  
this time

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

### **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.

### **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.

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.

**32**

people moved into the London Hotel this year.

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**11**

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

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**10**

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

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**33**

people were accommodated over 134 nights during this time

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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.

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.

# 230

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

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# 22

people were supported into work opportunities

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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.

## RENEE'S STORY

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**

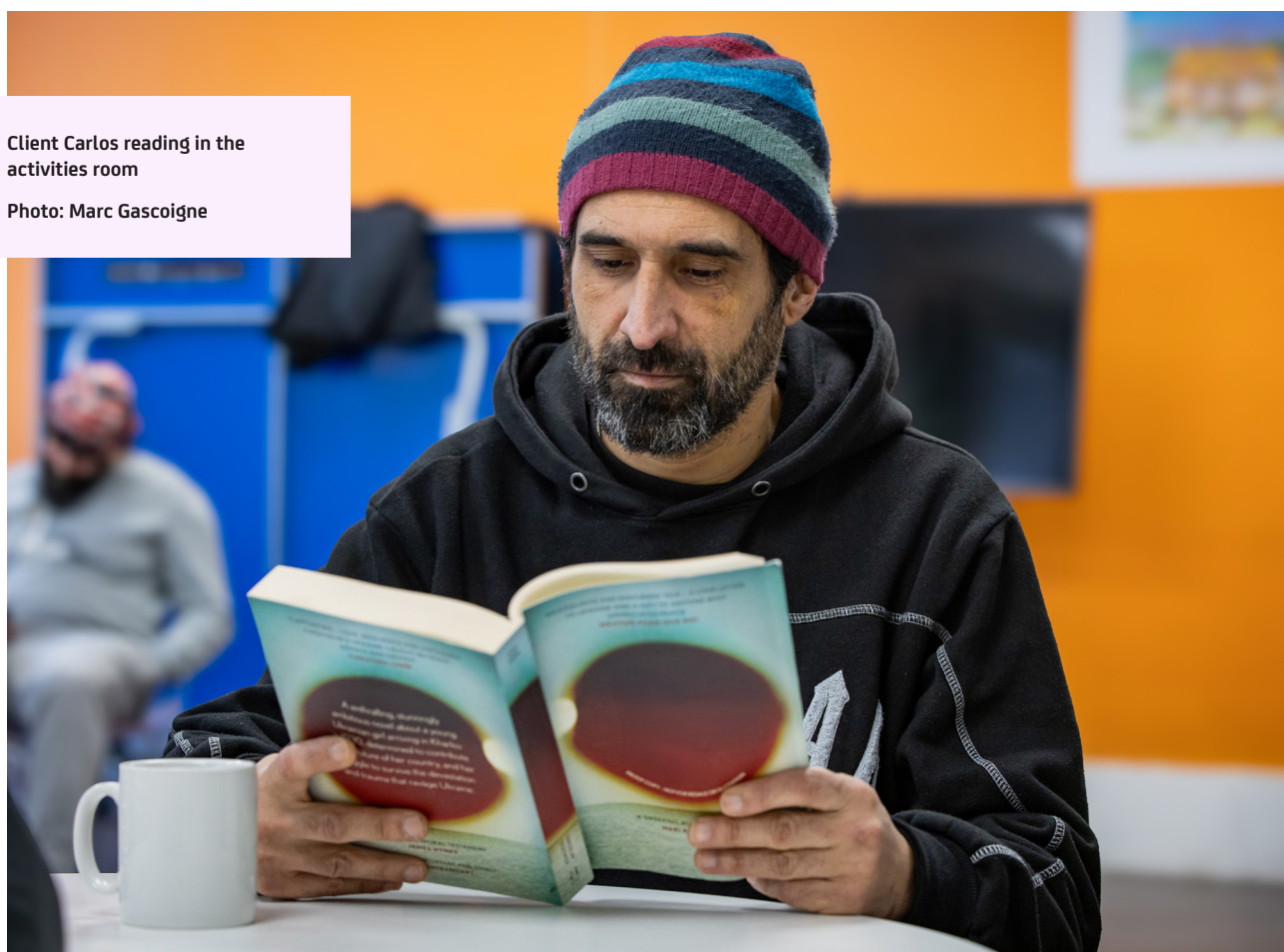
### **Our accommodation model**

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.

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.



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

## 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:**

- i** Invest urgently in affordable and suitable social housing for people with complex needs;
- i** Invest in flexible mental health and addiction services for people with complex needs;
- i** 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<sup>3</sup> 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.

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

## 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 respondents said they are proud to work for The Connection.



Geos on the front desk talking to client Silvester

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.

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.



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



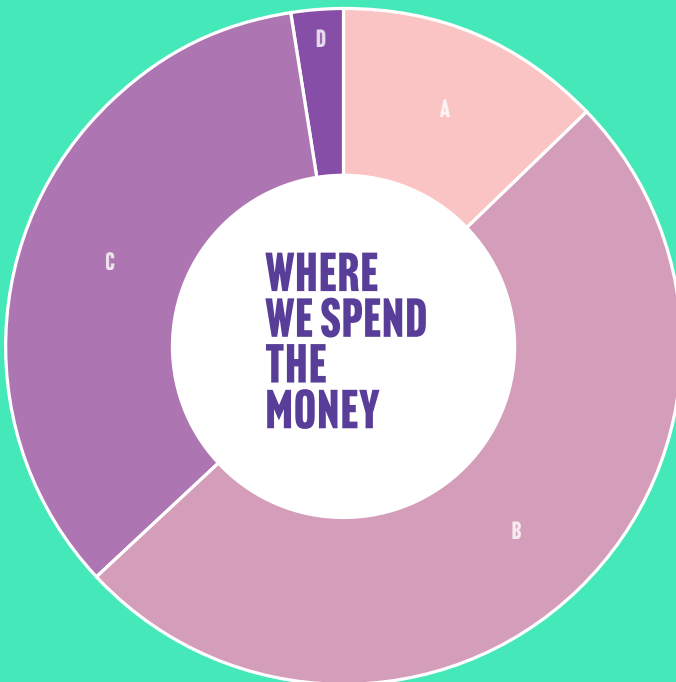
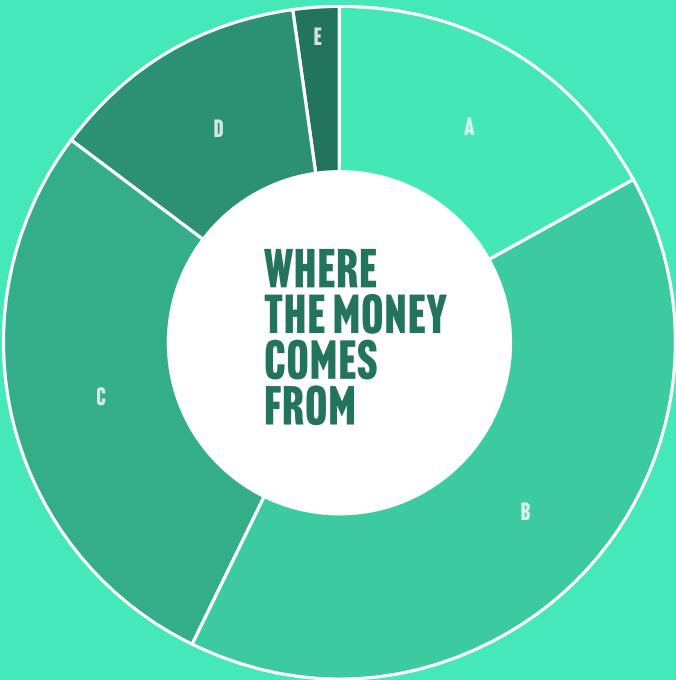
# HOW WE MANAGE OUR MONEY AND RESOURCES

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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 activities	
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

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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
<b>Our Theory of Change is not effective in moving people away from the streets and there is no evidence to support this.</b>	<ul style="list-style-type: none"><li>- Strong system for monitoring, evaluation and learning which demonstrates impact</li><li>- Investment in qualitative external evaluation to provide in-depth evidence</li></ul>
<b>Safeguarding or Service Delivery incidents.</b>	<ul style="list-style-type: none"><li>- Training and development for service teams</li><li>- Clear policies, processes and reporting of incidents</li><li>- Strong governance oversight of incidents and their causes</li></ul>
<b>It is not possible to access additional accommodation due to shortages of housing stock, high rents and/or insufficient funding</b>	<ul style="list-style-type: none"><li>- Strong offer of support &amp; good relationships with local authority and housing providers</li><li>- Flexibility around location of property</li><li>- Housing expertise at governance level</li></ul>
<b>Reputational damage caused by negative media coverage</b>	<ul style="list-style-type: none"><li>- All relevant law and regulation is followed</li><li>- Service delivery, fundraising &amp; governance activities carried out to best practice standards</li><li>- Full suite of up to dates policies and procedures in place</li><li>- Clear processes in place for managing enquiries and responding to negative articles</li></ul>
<b>A rise in rough sleeping significantly increases need for our services</b>	<ul style="list-style-type: none"><li>- Partnership working with other services</li><li>- Proactive assessment system and monitoring of clients</li><li>- Clear signposting of what we are here for and what we can and can't offer.</li></ul>

Risk	Response
<b>Income from statutory and/or voluntary sources doesn't meet budget</b>	<ul style="list-style-type: none"> <li>- Ensure a diverse funding portfolio across a range of funding streams and strong, established relationships.</li> <li>- Fundraising projections over the medium/long term to plan income, along with in-year forecasts</li> <li>- Detailed fundraising &amp; communications strategy in place</li> <li>- Tendering experience in the staff team and internal group set up to prepare for upcoming opportunities</li> </ul>
<b>Inability to recruit and retain a staff team with the right relationship development skills to deliver our theory of change</b>	<ul style="list-style-type: none"> <li>- Strong recruitment process with applicant tracking system in place</li> <li>- Diligent interviewing process in place to ensure we have a range of views.</li> <li>- Emphasis on CSTM as a great place to work</li> </ul>
<b>Cyber risks, including IT systems failure resulting in loss of data or business functionality</b>	<ul style="list-style-type: none"> <li>- Appointed a new IT provider following a competitive tender process. Annual security assessment carried out and remediation work is complete.</li> <li>- Cyber insurance is in place.</li> <li>- Audits of IT hardware infrastructure is complete.</li> <li>- SharePoint has been embedded and full cloud migration was undertaken.</li> </ul>
<b>Major Health and Safety Incident</b>	<ul style="list-style-type: none"> <li>- Compliance with relevant law and regulations</li> <li>- Health and safety policy and procedures in place, along with insurance. H&amp;S induction with all staff</li> <li>- Staff reps forum in place to raise issues and concerns</li> <li>- Regular governance level H&amp;S reporting</li> <li>- Biennial H&amp;S Audits &amp; Fire Risk Assessments</li> </ul>
<b>An unforeseen significant and/or sharp increase to operating costs</b>	<ul style="list-style-type: none"> <li>- Compliance with relevant law and regulations</li> <li>- Health and safety policy and procedures in place, along with insurance. H&amp;S induction with all staff</li> <li>- Staff reps forum in place to raise issues and concerns</li> <li>- Regular governance level H&amp;S reporting</li> <li>- Biennial H&amp;S Audits &amp; Fire Risk Assessments</li> </ul>
<b>Poor governance and leadership, leading to the loss of key positions, poor decision making and business disruption</b>	<ul style="list-style-type: none"> <li>- Strong governance procedures and clear terms of reference for Board &amp; Committees</li> <li>- Defined tenures for trustees and 14 trustee positions to ensure there is an appropriate range of knowledge and skills.</li> <li>- Measurement against strategy. KPIs and budget to assess success levels.</li> <li>- Staff survey, staff reps meeting and Leadership meetings held to ensure feedback is received</li> </ul>

Risk	Response
<b>Significant legal disputes or non-compliance</b>	<ul style="list-style-type: none"> <li>- Trusted legal partners and HR consultants, who know our organisation.</li> <li>- Legal/HR expertise in place at Board level.</li> <li>- Strong policies and procedures in place to set out compliance</li> <li>- Complaint and feedback mechanisms embedded</li> </ul>
<b>Our service provision is not performing adequately</b>	<ul style="list-style-type: none"> <li>- Clear service delivery model and strategy</li> <li>- Monitoring, Evaluation and Learning measures in place to ensure standards are maintained.</li> <li>- Quality standards audit completed annually.</li> </ul>
<b>Inability to be agile and take advantage of opportunities that arise.</b>	<ul style="list-style-type: none"> <li>- Clear strategy, with clarity on aims and direction.</li> <li>- Financial reserves in place to take advantage of opportunities to accelerate or enhance delivery.</li> <li>- Strong governance processes and criteria in place for capitalising on opportunities that arise</li> </ul>



## 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:

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



## Key management personnel

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

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

## 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.**

**Melvane 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

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# 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:

- i 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**
- i Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice**
- i 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:

- i 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**
- i 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:

- i Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or**
- i The financial statements are not in agreement with the accounting records and returns; or**
- i Certain disclosures of trustees' remuneration specified by law are not made; or**
- i We have not received all the information and explanations we require for our audit; or**
- i 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:**

- i 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.**
- i We inspected the minutes of meetings of those charged with governance.**
- i 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.**
- i We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.**

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

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

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
<b>Net cash (used in) operating activities</b>	<b>480,650</b>	<b>(566,173)</b>

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

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

\*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

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

#### 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)

	Raising funds £	Charitable activities				Governance costs £	Support costs £	2025 Total £	2024 Total £
		Engagement and Assessment £	Recovery £	Impact and Evidence £	Enterprise £				
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)	-	-	-
<b>Total expenditure 2025</b>	<b>709,959</b>	<b>2,770,850</b>	<b>2,178,467</b>	<b>132,030</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,791,305</b>	<b>-</b>
Total expenditure 2024	757,966	2,440,531	2,146,257	159,871	60,950	-	-	5,565,575	-



## 5b. Analysis of expenditure (prior year)

	Raising funds £	Charitable activities				Governance costs £	Support costs £	2024 Total £
		Engagement and Assessment £	Recovery £	Impact and Evidence £	Enterprise £			
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	<b>2,031,559</b>	<b>5,565,575</b>
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)	-	-
<b>Total expenditure 2024</b>	<b>757,966</b>	<b>2,440,531</b>	<b>2,146,257</b>	<b>159,871</b>	<b>60,950</b>	<b>-</b>	<b>-</b>	<b>5,565,575</b>

## 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
	<b>73.6</b>	<b>70.3</b>

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

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	-	-	<b>615,950</b>
Fixed asset investments	-	920,732	-	<b>920,732</b>
Net current assets	704,300	1,080,038	23,026	<b>1,807,364</b>
<b>Net assets at 31 March 2025</b>	<b>1,320,250</b>	<b>2,000,770</b>	<b>23,026</b>	<b>3,344,046</b>

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

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

## 18a. Movements in funds (current year)

	At 1 April 2024 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2025 £
<b>Restricted funds:</b>					
<b>Engagement &amp; Assessment</b>					
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)	-	-
<b>Recovery</b>					
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)	-	<b>23,026</b>
Mental Health - Psychological Support	-	100,000	(100,000)	-	-
Long Term Accommodation	-	68,667	(68,667)	-	-
Hotel Provision (Accommodation)	-	169,725	(169,725)	-	-
<b>Support Services</b>					
Eco Audit	5,000	-	(5,000)	-	-
<b>Capital Projects</b>					
St Martin's House Development Project (18 Keys)	-	334,067	-	(334,067)	-
Facilities Upgrades - Client Showers	42,746	107,493	-	(150,239)	-
<b>Total restricted funds</b>	<b>137,863</b>	<b>2,259,587</b>	<b>(1,846,052)</b>	<b>(528,372)</b>	<b>23,026</b>
<b>Unrestricted funds:</b>					
<b>Designated funds:</b>					
Lease fund	25,500	-	-	(1,500)	<b>24,000</b>
Capital replacement fund	934,500	(13,768)	-	(920,732)	-
Jenny Joseph Legacy Garden Reserve	93,663	-	(25,481)	(38,182)	<b>30,000</b>
Risk Reserve	963,752	-	-	(963,752)	-
Identified Financial Risks	-	-	-	1,094,204	<b>1,094,204</b>
Accommodation Strategy	-	-	-	392,536	<b>392,536</b>
IT Hardware Refresh	-	-	-	60,030	<b>60,030</b>
Strategic Opportunities Reserve	-	-	-	400,000	<b>400,000</b>
<b>Total designated funds</b>	<b>2,017,415</b>	<b>(13,768)</b>	<b>(25,481)</b>	<b>22,604</b>	<b>2,000,770</b>
<b>General funds</b>	<b>613,919</b>	<b>4,120,336</b>	<b>(3,919,773)</b>	<b>505,767</b>	<b>1,320,250</b>
<b>Total unrestricted funds</b>	<b>2,631,334</b>	<b>4,106,569</b>	<b>(3,945,254)</b>	<b>528,372</b>	<b>3,321,021</b>
<b>Total funds</b>	<b>2,769,196</b>	<b>6,366,155</b>	<b>(5,791,305)</b>	<b>-</b>	<b>3,344,046</b>

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

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 for:

- 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 maintenance 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 resilience 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 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.

## 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).



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