




Trustees' Report and Accounts

2023 - 2024

The Passage 

Everyone deserves a place to call home

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Trustees, Senior Management, and Advisors

Founding Patron: Cardinal Basil Hume | **Royal Patron:** HRH Prince of Wales | **Patron:** Cardinal Vincent Nichols

Chair of Trustees: Michael Kelly FICRS, FRSA

Board of Trustees:

Michael Kelly FICRS, FRSA (Chair)

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Sr Eileen Glancy - *resigned 24 January 2024*

Kevin Hyland

Christopher Morris (Chair of Risk and Audit Committee) - *resigned 12 December 2023*

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Christopher Williams (Treasurer, Chair of Finance Committee)

Calvin Lau

Alexandria Godwin-Brown

Michael Broom (Chair of Risk and Audit Committee)

Joanna Hindley

Karen Marie Dennehy – *appointed 12 March 2024*

Claire Wise – *appointed 12 March 2024*

Sr Margaret Barratt – *appointed 18 June 2024*

Company Secretary: Jane Sandeman

Senior Management Team:

Michael Clarke (Chief Executive)

Emma Noble (Director of Income Generation and Communications)

Jane Sandeman (Chief Operating Officer)

Jenny Travassos (Director of Housing and Services)

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Solicitors: Potheary Witham Weld, 84 Eccleston Square, London, SW1V 1PX

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

Chief Executive and Chair's Statement: Directors' and Strategic Report

The Passage's vision is of a society where street homelessness no longer exists and where everyone has a place to call home.

We have now completed year 2 of our 3-year business plan No Going Back. The strategy was informed by our learnings from the pandemic, ensuring that our client-facing services are implemented with a sense of urgency and focusing in particular on solutions to prevent homelessness.

The Passage has continued to develop innovative and creative services that help to prevent and end homelessness for those who come to our doors. This has taken place at a time when we are seeing the highest number of people who are street homeless in over a decade, which is both deeply disappointing and deeply concerning, especially as over half are reported as sleeping out for the first time.

Despite this unprecedented rise, The Passage has **prevented 844 people from becoming street homeless through our Housing Solutions and No Night Out schemes. This is 326 more people that we have helped than in the previous 12-month period.**

In our other projects, we have also achieved incredible outcomes, for example, providing routes off the street and into sustainable employment. Each service and indeed every aspect of our work across the organisation is aligned to our values, this ensures that everyone using our services experiences the dignity and respect they deserve.

Our pioneering work to evidence the links between modern slavery and homelessness continues to bring about systemic change and we are now sharing our learnings and best practice with partners internationally. It has also been immensely pleasing to see the real and tangible outcomes in our commitment to Equity, Diversity and Inclusion and quality standards throughout the organisation with the launch of our Excellence for All quality programme.

The people who use our services inspire us every day with their courage and resilience. In the last year, our Experts by Experience panel - who help to ensure that our service delivery, strategic direction and influencing work are delivered with those we support, not to those we support – has gone from strength to strength, and we look forward to further developing these projects over the next 12 months, particularly in the area of governance.

The work of The Passage would not be possible without our dedicated staff and volunteers, who are committed to the art of the possible; being as creative as they possibly can to help those using our services to achieve positive outcomes. Furthermore, our supporters and funders, both voluntary and statutory, are critical to all we do; without their support we simply could not run our services and we thank them sincerely.

As we said earlier, we have seen a significant and rapid increase in the number of people using our services during the last year. In one project alone, we supported over 850 unique individuals in the space of just one month; tangible evidence of the housing crisis that is taking place on our streets. Unsurprisingly these pressures are reflected in our year-end financial position, with costs exceeding income.

Despite these challenges, we remain determined to continue providing services that bring hope to those who need hope the most. The final year of our 3-year business plan coincides with the general election and we will press all the more for a radical and evidence-based strategy in England to end homelessness; promoting and scaling-up prevention projects and schemes that make a real and lasting impact. As a society we find ourselves at a crossroad; either do more of the same or seize the opportunity for radical change. We choose change.

The Passage is not a political organisation, but we are confident in challenging those in power - be it regional or central government - to show real leadership and accountability to drive forward programmes to end homelessness. And we will seek to work collaboratively with them at a strategic and operational level.

The Beveridge Report, published in December 1942, recommended a radical shift in social policy and a more collaborative approach to address the pressing needs of the time. From this came the welfare state and the NHS. We truly need another 'Beveridge Report moment' in social housing, that lifts aspirations above party politics and seeks to work together to deliver a new social housing programme in our country.

We know what needs to be done to end homelessness; we see it in our services each and every day and we witness the hope that this brings to so many individuals. It is this sense of hope that, despite the crisis on our streets, shows us how homelessness can be both prevented and ended.

If you believe this too, please join us in our work to end homelessness and ensure everyone has a place to call home.

Michael Kelly, Chair of Trustees | **Mick Clarke, Chief Executive**

Our vision, mission, ethos and values

Our vision is of a society where street homelessness no longer exists, and everyone has a place to call home.

Our mission is threefold:

- 1) Prevent street homelessness by intervening quickly before people reach crisis point.
- 2) End street homelessness by providing innovative and tailor-made services that act with compassion and urgency.
- 3) Advocate for those who feel they are not heard by amplifying their voice to bring about real systemic change.

Our ethos comes from the teachings and example of St. Vincent De Paul, a Christian and social reformer, who co-founded the Daughters of Charity in 1633. Vincent believed in action rather than words and in hands-on service to vulnerable people.

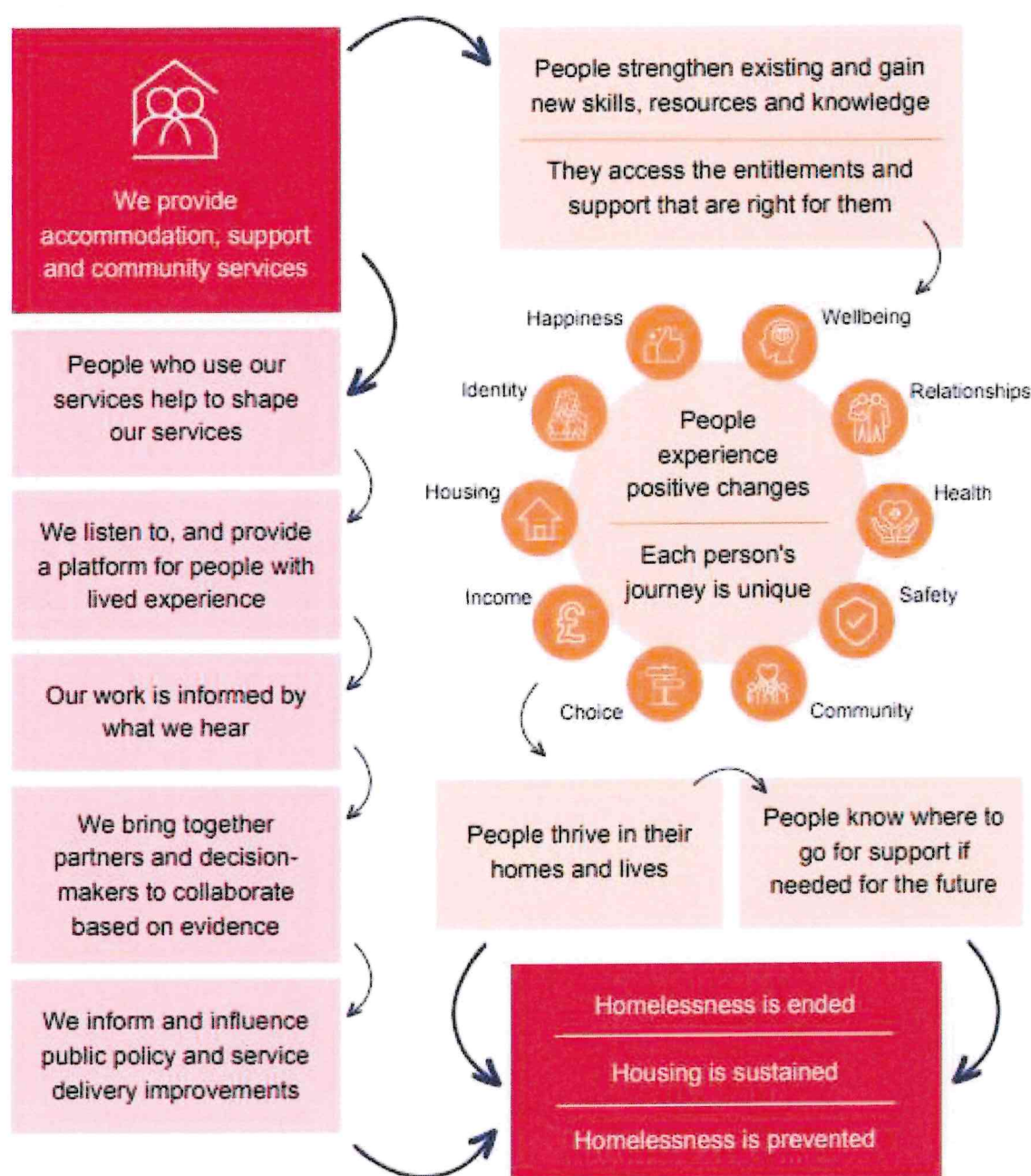
As a Vincentian organisation, The Passage strives to be inclusive, encompassing a diverse and rich culture from within our members, clients, volunteers and staff. Actively working with others across all aspects of society, seeking to have influence and be an advocate for people who are homeless, The Passage seeks to be a place of hope, aspiration, change and innovation, underpinned by values that reach back over four hundred years.

Our values:

- We assist people who have experienced homelessness to realise their own potential to transform their lives.
- We act with compassion and kindness.
- We are a voice for change and justice.
- We build relationships based on trust.
- We respect each other.
- We are straightforward in all our dealings.
- We believe in practical hands-on hard work.
- We collaborate across all sectors of society.

Theory of change model

The Passage is based in the heart of Westminster, providing practical support and a wide range of services to help transform the lives of people who are at risk of street homelessness, who are homeless and those who are victims of modern slavery.



Our impact in 2023/24

We supported 2,146 people who were experiencing or at risk of homelessness in London.

Prevention:

- 844 people were prevented from becoming homeless across the organisation.

Accommodation:

- 325 people were helped to move into accommodation.
 - 217 people helped into long-term accommodation.
 - 56 people helped into emergency accommodation.
 - 94 people helped into temporary accommodation.

Please note: some individuals may fall into more than one accommodation category

Advice and advocacy:

- 23 people with no eligibility for public funds were helped away from the street.
- 43 immigration cases were resolved.
- 46 survivors of modern slavery were supported by our Modern Slavery Team.
- 84 people were helped to access benefits and reduce their debts.

Engagement and outreach:

- 501 Outreach sessions completed by our Community Intervention Team.
- 343 people were received support from our Health and Outreach teams.

Education and employment:

- 329 people were supported by this service across 2,870 interventions.
- 47 people were helped to secure a job.
- 106 clients accessed training with 65 people receiving digital support.
- 23 clients were supported to access volunteering.
- 54 groups sessions were delivered supporting 144 clients.
- 32 Roma clients were supported to access work or training.
- 31 people were supported to retain employment across 151 interventions.

Demographics data for those who supported

Below is the demographic data of those we supported in 2023/24, representing those who disclosed this information*.

Age:

- 18-24: 295 (8.99%)
- 25-35: 987 (30.09%)
- 36-59: 1624 (49.51%)
- 60+: 374 (11.28%)

Gender:

- Male: 1844 (74%)
- Female: 653 (26%)
- Non-binary / transgender: 3 (0.12%)

Ethnicity:

- Asian or Asian British: 204 (15.04%)
- Black, Black British, Caribbean, or African: 380 (28.02%)
- Mixed or multiple ethnic groups: 71 (5.24%)
- White: 651 (48.01%)
- Other: 50 (3.69%)

Please note, this information will be grouped as 2021 census.

**This data is representative of those who disclosed their age, gender, or ethnicity with our teams.*

A message from our Experts By Experience Team

The Experts By Experience team is a group of individuals with a lived experience of homelessness, who work with us over the course of a calendar year across a range of different projects.

As we move into the new financial year, it presents an opportunity to reflect on the achievements of the Experts By Experience (EBE) Project and set out the upcoming direction of co-production work within The Passage.

The 2023 EBE team have made a unique contribution to The Passage, supported in progressing the project, and have worked with us to develop and deliver several exciting projects. Many of these were informed through consultation with other service users, through peer research.

At the conclusion of the calendar year, and following the successful advertising, recruitment, and training of a new EBE 2024 group, a number of the 2023 tranche are stepping into further employment or training:

JG has secured a full-time paid role as a Community Health & Wellbeing Worker at The Abbey Centre.

EB has secured a paid consultancy role on a project with the Westminster Homeless Partnership.

JW is volunteering as a Peer Coordinator role with Groundswell.

DH is studying at the Mayor's Academy on a Digital programme via the Employment Team.

"Being a client of the Passage, it is easy to be tunnel-visioned into believing that all you have to look forward to, are the services given every day (food, shower etc).

My inclusion into the Experts by Experience (EBE) team, came at a time when I was still looking for a place to stay. At times it felt like there was a conflict of interests by attending the sessions. 'Why am I helping someone else if I haven't been able to sort out my own situation?' However, as time progressed, my EBE involvement broke that tunnelled perspective on life and gave me a sense of purpose which I can proudly evidence on my CV.

It has also led to me currently work with a private consultant to tackle issues surrounding homelessness in Westminster. This is not, nor has it ever been a 'not for profit' exercise. I come away with my EBE cohort from the Passage, in the knowledge that I have new forward-thinking friends to rely on and a lasting feel-good factor that cannot be bought."

- The Passage 2023 EBE Cohort

The group remain in touch with the project on a consultancy basis and have supported the recruitment and embedding of the 2024 team, which have worked to solidify as a team and begun co-producing with us.

So far, the new EBE 2024 group have:

- Completed our Terms Of Reference
- Delivered staff training on organisation skills.
- Consulted on the Competencies Framework
- Delivered Peer Research, speaking to over 40 clients & developing an action plan for managers.
- Helped develop the staff supervision template.

We will continue to work together over the course of the year to help guide and steer our delivery and continue to embed the voice of lived experience in everything we do.

Review of volunteering

Between 1st April 2023 – 31st March 2024, 210 people volunteered a total of 13,988.5 hours at The Passage. This shows a 19% increase compared to the financial year ending on 21st March 2023 (with 11,770.5 hours given).

We received an average of 20 applications per month, totalling 245 for the year. Most applicants found out about volunteering at The Passage through their own web search. The second most common way people heard about it is from current or previous staff members or volunteers which indicates the experience has by those people was good.

This year there has been a noticeable increase in the number of people who convert to volunteers compared to 22/23, 62% of those who applied in 23/24 went onto volunteer, which is up from 27% in the previous year.

New roles have been developed, particularly in the Employment Strategy team where volunteers have supported with:

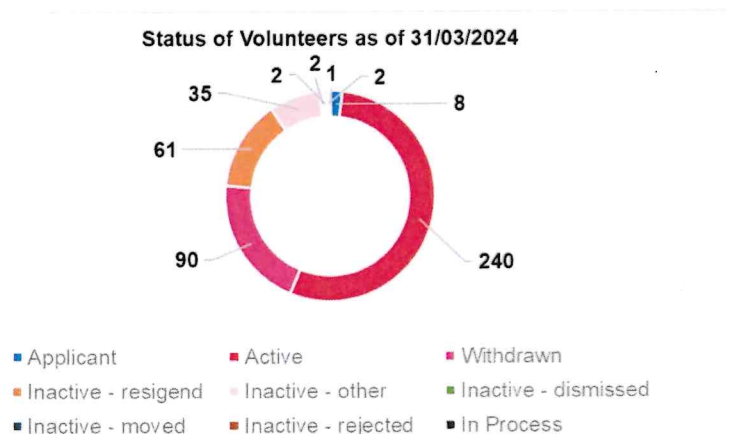
- Fitness classes.
- Digital drop-in sessions.
- In-work support groups.
- CV clinics.
- English conversation sessions.

Two volunteer celebration events were held in June and December, attended by approx. 70 guests each.

November saw the launch of a new Volunteer Management System, Better Impact, which replaces Salesforce. Volunteers can log in and book shifts and update their details anytime they need to. Staff with volunteer supervisory responsibility have been trained in how to use it.

We have also partnered with Community Payback Scheme run by HM Prison and Probation Service to bring volunteers to our Resource Centre Kitchen. Two participants started to volunteer in the kitchen totalling 51 hours in February and March 2024.

We saw the Home for Good Community Partnerships and Sunday Social club come to an end in March 2024.



As shown in the graph above, the 35 volunteers with a status of 'Other' represents former Home for Good Volunteers whose 'tenure' ended with the closure of Home for Good project.

The number of accepted volunteers as of 21/03/24, is lower than the total number of people who volunteered over the course of the entire year as some volunteers have left. Of the 30 people who haven't volunteered:

- 19 completed the Volunteer Induction in March.
- 9 have been contacted about booking a shift and have replied saying they will.
- 2 have booked a shift in April 2024.

Review of strategic objectives

1) Evaluate our No Night Out and Housing Solutions Service and share our findings and recommendations with the wider sector and central/local government.

We evaluated the first 12 months of operation of our No Night Out programme using the data and evidence gathered and followed up each case to identify whether anyone had been seen sleeping rough since the intervention.

The evidence demonstrated that of the 101 people who were supported through NNO, only 1 has been seen sleeping rough in London after going through the NNO programme.

We have shown the approach works and as we move into our second year of the scheme, we continue to develop the approach to best meet the needs of the people we work with.

The outcomes have been shared with wider local and central government colleagues alongside colleagues in the wider sector of organisations supporting those experiencing homelessness.

2) Ensure that any additional infrastructure required to support the delivery of this plan is in place.

In 2023/2024 we invested in our infrastructure to ensure that we had created resilience to deliver on the current three-year strategy and had capacity for future growth.

We developed full capacity in People's Services- delivering a comprehensive Learning and Development plan throughout the organisation. We started to develop our Business Partnership model- investing in a volunteer database and enhancing our HR database to enable managers to have more control. We conducted an NCVO review of our volunteering offer and have put an action plan in around the recommendations.

We developed the IT department. We appointed a Head of IT, two project managers and contracted with a Managed Service provider. This has enabled us to identify key IT projects to deliver and has meant we do not have the risk of a single point of failure.

We appointed a Financial Controller at the beginning of 2023/2024 to support the Finance function and have developed a Financial Policy and comprehensive financial procedures to underpin that policy.

We increased our Facilities department by an extra post and are continuing to develop how the facilities and maintenance function is proactive rather than reactive.

3) Develop our Steps Home programme, ensuring sustainable routes off the streets for those using Passage services.

Following the comprehensive refurbishment of Passage House and Bentley House, we now have 37 brand new, en-suite rooms in our assessment centre and 20 units of new social housing for people who have long histories of experiencing homelessness.

Following the refurbishment, we were delighted to find the outcomes we have achieved with our residents have improved, which demonstrates that providing high quality housing environments positively impacts people's experiences in services.

As part of this refurbishment, we have further developed Passage Housing Services, our Registered Provider arm, to implement the high standards required of being a registered provider of housing alongside focusing on value for money in managing the accommodation, tenant satisfaction, complaints handling and resident involvement.

4) Continue to develop our quality systems across the organisation (with SMG responsible for the central coordination across teams/departments), to capture the impact of our work, support our staff and reinforce our commitment to EDI in every aspect of The Passage.

Developing our quality systems forms part of our Excellence for All (EfA) Programme. Overseen by the Senior Leadership Team, the programme provides the ownership and co-ordination needed to successfully deliver quality improvements across every part of the organisation.

Each project that makes up EfA aims to improve how we operate so that we are an organisation that continually evaluates, learns and improves. The projects range from updating our Competency Framework to developing a bespoke Intranet. Involving frontline staff, and the people who use our services, we have reviewed and reissued key policies. They provide a robust, values driven framework which provides sufficient guidance to ensure consistently high quality services, whilst still encouraging innovation.

Our commitment to Equity, Diversity and Inclusion (EDI) is mainstreamed throughout the guidance we provide staff and we have refreshed and reissued our EDI Policy. Our staff led EDI Group devised and delivered an EDI staff survey to involve everyone in our ongoing work to develop an EDI strategy and action plan.

We continue to update and refine our Outcomes Framework to ensure that we are able to evidence the impact of our work.

5) Further develop our work on the links between modern slavery and homelessness, including sharing the findings of our international mapping work in this area.

Human trafficking and modern slavery do not respect borders; this is an international issue. Over the course of the last year, in partnership with DePaul Ireland, we have completed research in Dublin which explored the links between human trafficking and homelessness.

This research will be published in April 2025 and has evidenced that there is a link and that there are clear actions that can be taken to increase the number of survivors who are identified and supported. We also began a research project in New York City in partnership with the Mayor's Office to End Domestic Abuse and Gender Based Violence.

We have completed site visits (including taking part in a street count), surveys and interviews with partners and look forward to launching the report in the coming year.

6) Continue to develop our internal communications systems and forums and implement our new external communications and digital marketing strategy.

At the Staff Conference in May 2023, we gathered feedback and ideas for how to improve internal communications and continue building a 'one organisation' culture within The Passage. This was used to inform a number of projects as part of our Excellence for All quality programme, including Internal Communications Content and Updates, Celebration Communications and Staff Networking Events. A key project currently under development and to be rolled out in 2024 is the implementation of a staff intranet.

We established a new Digital Marketing and Communications governance committee, which first met in June 2023 with the purpose of:

- Sharing knowledge and skills that will help to raise the profile of The Passage and attract/retain new supporters.
- Supporting and advising with the creation of a new Digital Content strategy.
- Guiding The Passage to influence decision makers and represent the views of its clients.
- Supporting a recruitment and stewardship programme for celebrity and high-profile ambassadors/patrons.
- Sharing relevant trends, insights and opportunities that could be adopted by The Passage.

Key achievements this year include:

- An audit to capture feedback about our online presence leading to the development of a new social media strategy and improvements to our website content and user experience.
- Reviewing the options for a new Email CMS leading to the launch of a new platform resulting in enhanced database integration, improved automation and audience segmentation ready for rolling out supporter journeys.
- Development of a new Media Consent Pack in consultation with staff and clients, which we will use to gather client stories and case studies with their permission, in order to generate authentic and meaningful content for our digital platforms and campaigns.

Social Media Strategy

We have developed a new social media strategy informed by external benchmarking, expertise from the Digital Marketing and Communications Committee and a comprehensive analysis of our current social media performance and content. During the last 6 months, we have tested a range of different post, calls to action and messages to measure audience engagement.

The strategy has three clear objectives:

- 1) To raise awareness of The Passage's services and impact.
- 2) To help educate both warm and cold audiences about our work and wider homelessness issues whilst giving our clients a platform to share their stories and experiences.
- 3) To engage new supporters through building fruitful relationships with The Passage via our online community.

We've also clearly identified and agreed how each objective will be measured, some of the key metrics being:

- Engagement Rate: gauging audience interaction and measuring content engagement
- Reach and Impressions: monitor the reach and impressions of our content to assess our online visibility
- Follower Growth: indicating the effectiveness of our strategies in attracting new supporters
- Click-Through Rates (CTRs): measure the effectiveness of our call-to-actions
- Conversions: how our social media efforts contribute to specific goals, such as event sign-ups or donations

We will monitor our activity on a monthly, quarterly and yearly basis and share these results with the DM & Comms Committee for feedback and to identify where there may be areas for new opportunities or further improvement.

Finally, we have identified four key audience personas that we will target using social media.

These profiles have been developed based on the people that we know are most likely to be interested and engage with our work, our cause and our sector and they have been reviewed in line with our wider communication objectives for the organisation.

7) Further develop our co-production work, ensuring we deliver our services with those we support, and not to those we support, further developing the influence of those we work with in our everyday work and decision making.

We know that we are stronger and better as an organisation when we involve people with lived experience of homelessness in our decision-making and service delivery. At the core of our Co-production work sits the Experts By Experience (EBE) Group, a team of individuals with lived experience of accessing Passage services. The EBE Group spearheads peer-delivered, co-produced surveys which, alongside our Client Forums, help to ensure we better understand the needs of the people who use our services and that we factor their voices in our organisational development. Highlights include:

- Delivering a project to enable people who currently use our services to volunteer within our Resource Centre
- Co-producing a Welcome Pack for people new to our service, backed by a weekly induction group delivered by our lived experience volunteers.
- Launching an art group that is led by a volunteer with experience of using our services.
- Ensuring that people with lived experience are represented on all frontline worker interview panels
- Co-producing a social media consent pack to ensure that we provide bespoke choices on how images and stories of our clients' lived experience of homelessness are shared online.

We have also supported our EBE members to represent lived experience voices across a variety of external platforms, including:

- Producing training for Network Rail staff on how to engage with people who are street homeless.
- EBE participation in the Westminster Homelessness Partnership co-production steering group.
- Engagement with DLUHC on policy development that impacts vulnerable people.

We are looking to expand our co-production work over the next year. Alongside our current co-production programme, we are focusing on meaningful ways to include lived experience voices in our organisation's governance structures and training provision.

Striving to achieve Excellence for All

The Excellence for All Programme: The No Going Back Strategy sets out a clear vision of the organisation that we want to be and the societal changes we want to achieve.

Our Excellence for All (EfA) Programme supports our staff and volunteers to play a full part in delivering that vision. The programme manages a portfolio of projects that aim to continually improve our working practices. We are building a culture that is supportive, inspiring and resilient.

We focused our last Staff Conference on the theme of Excellence for All to ensure that our programme not only reflects our strategic vision, but features the developments that staff felt that they most needed to perform at their best. It incorporates our Quality Programme through which we have continued to develop policies and procedures that support our staff to deliver innovative services within a clear framework.

The programme also brings together projects ranging from developing new appraisal and competency frameworks to building an Intranet to help connect all our services and teams.

The successful implementation of the EfA programme will ensure that all our staff feel confident in their roles, develop their careers and most importantly deliver amazing services with and for the people who come through our doors.

Co-production: *please see page 8 and page 13 (strategic objective 7).*

Equity, Diversity, and Inclusion (EDI): The Passage started a journey in 2022 to embed EDI across the organisation, seeking to better understand the diversity needs of the service users, staff & volunteers, and to ensure that The Passage provides an inclusive and equitable working environment and service for all.

In the last year, the EDI Working Group, made of staff from across the organisation, focussed on 3 key areas:

- 1) Policy – As part of the QAF Project, the organisational EDI Policy was reviewed by both the Staff Consultation Group and the EDI Working Group. It was amended following consultation and following recommendations the Working Group developed Best Practise Guides for all 9 of the Protected Characteristics.

Whilst the decision has been reached since that the Best Practise Guides are not needed within the policy itself, they will be available on Share Point for all staff to access, enabling the organisation to be proactive in our work around EDI, rather than reactive.

- 2) Staff survey – In order to best understand what we are doing well as an organisation and where we need to improve, as well as what staff learning needs are and who our workforce are, the Working Group developed a staff survey.

The survey was announced at the 2023 staff conference in May and Phase 1, focused on demographic data of the workforce, was run in September 2023. It was a great success, with 73% of staff completing the survey. The data from this survey was collated and reviewed by the Working Group, and feedback was gathered to inform how Phase 2, focused on staff experience and learning needs, would be developed. Phase 2 is due for launch April 2024.

- 3) Training – The EDI Training Module, previously developed by the EDI Working Group and launched on Training Tracker, is now mandatory training for all staff – ensuring a basic knowledge and understanding of EDI and the Equalities Act.

The Working Group members have also been actively attending and promoting external trainings related to EDI, which has resulted in staff across the organisation attending a range of specialist trainings on topics such as 'Helping to Identify Adults who may have a Learning Disability', 'Anti-Racism Training', 'Roma Prejudices & Realities', 'Supporting LGBTQI Survivors of Modern Slavery' and 'Introduction to Gender and Sexuality Diversity.'

The EDI Working Group, in collaboration with the Learning & Development Manager, will use the findings from Phase 2 of the Staff Survey to identify the key learning needs of the organisation related to EDI, and pull together a programme of relevant trainings to support this.

Other achievements in EDI in 23/24:

- Following guidance from the Board and consultation with the EDI Working Group, the term 'equity' has replaced 'equality' in our EDI work. It has been recognised that this better reflects the goals and objectives of the organisation and what we are trying to create in our work around inclusivity.
- The organisation continues to ensure representation at various EDI Forums and within relevant external networks. In addition to this, the current Chair of the EDI Working Group recently spoke on a panel for Nelsons, one of our corporate funders, for their event on International Women's Day, focused on understanding gender disparity in various sectors, including within homelessness.
- Following the accessibility audit of the Resource Centre carried out last year, the EDI Working Group have successfully managed to secure funding to install a stair lift in the Resource Centre to ensure that the Winter Garden space is fully accessible to all.
- With the size of the group and the scope of the work growing, the EDI Working Group are currently in the process of developing clear Terms of Reference and formalising their role within the organisation.
- The EDI Working Group have completed draft EDI Commitments, based on the organisational values. Once consulted on and finalised, these will be shared and form a key part of the EDI Action Plan for the coming year.
- The EDI Working Group will be focusing on the development of the organisational EDI Action Plan this year, as **part of the Excellence for All project. At this early stage the main objectives are yet to be confirmed, but it is expected that some key actions that the plan will include will be around addressing the EDI Data Gap for service users, development of EDI Training for Managers, development of the Multi-Faith spaces and the role of the chaplain within client services, and further development of the recruitment process.**

Strategic objectives for 2024/25

The objectives below form the final year (2024-25) of our current 3-year strategy No Going Back. During the next 12 months, we will also develop our new 3-year strategy for the period 2025-28.

- 1) Implement our Excellence for All quality programme across the whole organisation.
- 2) Build on the success of our homelessness prevention models to ensure we can intervene with urgency to prevent and end homelessness.
- 3) Explore new housing options to increase pathways off the streets.
- 4) Continue to develop our co-production work and opportunities to embed co-production within our governance structures.
- 5) Utilise our data and convening power to demonstrate impact, influence policy and inform/share best practice within the sector, local/central government and the Homewards initiative.
- 6) Share evidence and our experience of best practice in homelessness prevention with all main political parties in the build up to the General Election, seeking to inform and influence policy direction and manifesto commitments and to address the current crisis in rough sleeping.
- 7) Implement our IT Transformation programme.
- 8) Pilot a services and policy consultancy work stream, to further develop our influencing and convening work, inform possible avenues for our next 3-year strategy, and diversify income streams.
- 9) Continue to develop our work identifying the link between human trafficking and homelessness to generate tangible systemic change.
- 10) Develop and enhance our digital platforms to further raise brand awareness, amplify client voices and engage existing and new supporters.

Thank you

The Passage is very fortunate to be supported by many corporate businesses, trusts, foundations and individuals. We are hugely grateful to them all.

The funders listed below have been mentioned due to the size of their donation, or as a special condition of their support.

- 3i Group
- Baker Street Quarter Partnership
- Blackrock
- Chestertons Foundation
- Findlay Park Partners LLP
- Garfield Weston Foundation
- Government of Ireland; Emigrant Support Programme
- Javelin Global Commodities
- Landsec
- Manchester Square Partners
- Nelsons
- Findlay Park Partners LLP
- PIMCO Foundation
- Qube Research and Technologies
- The Dischma Charitable Trust
- The Government's Community Organisations Cost of Living Fund
- **The National Lottery Community Fund**
- The Reed Foundation
- The Story of Christmas Appeal
- The Thompson Family Charitable Trust
- The Tompkins Foundation
- Toby and Regina Wyles Charitable Trust
- TP ICAP, via ICAP Charity Day
- Trust for London
- Tudor UK Foundation
- Victoria Business Improvement District

We would like to take this opportunity to thank everyone within The Passage community.

From our funders, donors, volunteers, to our staff, events participants, and those raising awareness and changing the narrative that surrounds homelessness - we are truly grateful for your support.

Financial review

Financial results for the year ended 31st March 2024

In the current year there was a deficit of £1,678k (2023 restated: £3,313k surplus).

The surplus in the prior year was primarily generated by the inflow of £4.2m of restricted income which was applied to the capital project of refurbishing Bentley House and Passage House.

When examining non-capital, unrestricted income, there was an unrestricted deficit of £533k (2023 restated: £2k).

As seen across the sector, there has been a shift in the demand for our services as a result of the ongoing cost of living crisis. This has also had a knock-on effect on the levels of voluntary income received, with individuals, businesses and trusts and foundations being more mindful of their financial contributions.

Therefore, it has been crucial for us to adapt and evolve our services to meet the needs of those we support and alter our expenditure accordingly. Looking ahead we will continue to strategically review our costs and opportunities to diversify our income.

Income from charitable activities – Statutory bodies' grants

Statutory income was £2,324k (2023: £5,228k). Prior year statutory income included £3.1m of capital grants. An analysis of this income and its uses is in notes 19a and 19b.

Statutory income (excluding capital grants) forms 30% (2023: 26%) of the total income of The Passage.

Expenditure

Employment costs made up 64% of total expenditure in the year (2023: 60%). This was impacted by the high NJC pay award in the year and some restructuring costs that will provide efficiencies for future years.

Details of expenditure to deliver our services are given in note 5 of the financial statements. Details of all restricted and unrestricted funds are given in note 19.

Fundraising donations and legacies

The Passage relies on the generosity of our supporters to help us achieve our vision of a society where street homelessness no longer exists, and everyone has a place to call home. Our supporters are at the heart of so much of what we do, and we are truly grateful to the many individuals, companies, trusts and foundations, churches, schools and community groups whose donations make our work possible.

Donations (excluding legacies) in the year were £3,219k (2023: £4,484k). £1,122k of prior year donations related to capital grants. Legacy income in the year was £163k (2023 restated: £1,062k).

The cost of raising donations and legacies was £1,164k (£2023: £955k). After deducting Passage Trading Services expenditure this is £1,016k (2023: £807k). During FY 23-24 we continued to invest in new staff posts and supporter stewardship to establish a professional team of fundraising and communication specialists that will further diversify and enhance income in a sustainable way.

Designated funds and reserves

The Board is aware of the need to maintain adequate reserves to fund working capital, ensure that adequate resources are available to avoid disruption to the services for the charity's clients and ensure that the charity's work can be continued into the future.

The Board has taken a risk-based approach to develop an appropriate level of undesignated free reserves. This has been focused on the key risks identified on The Charity's risk register.

Income risk:

The charity has varied and reliable sources of funding. However, due to the current cost-of-living crisis and the unpredictability of legacy income, voluntary income has been identified as a potential area of risk. This review has produced a figure of £650k to be held in free reserves.

Unplanned expenditure:

The Board wants to ensure that The Charity can react effectively and be resilient in the face of an un-expected event or need affecting our clients. An amount of £500k has been decided upon to meet this risk.

Adaptability:

Faced with potentially changing funding streams The Charity must have the ability to adapt, re-align and potentially re-structure at short notice, and with minimal impact on its clients, in order to then continue effectively within a new model. An amount of £225k has been decided upon to meet this risk.

Information technology:

The Board wants to ensure continuous investment in IT infrastructure as well as protect against the risk of a cyber breach. An assessment of these risks has produced a figure of £300k.

Maintenance:

The charity owns property that needs constant maintenance and periodic refurbishment. As such, the trustees are undertaking a review of the future financial commitment required to ensure that the properties remain in good condition and fit for purpose. In addition to this a reserve of £250k has been decided upon to meet any urgent unexpected facilities needs to ensure the health and safety of The Charity's clients, staff and volunteers.

Targeted reserves figure:

	£'000
Income risk	650
Unplanned expenditure	500
Adaptability	225
IT	300
Facilities	250
Total:	1,925

Based on the above The Board believes undesignated free reserves in the range of £1.9m to £2.1m should be held. There are currently undesignated free reserves (after excluding long-term liabilities) of £2,033k. This is within the targeted range.

Designated funds are set aside to enable the Trustees to develop specific areas of charitable work. The Board has designated £1m of unrestricted reserves to develop our housing options provision.

Going concern

The trustees have set aside a level of reserves to enable us to continue to operate effectively in a changing landscape as well as to continue to develop and grow the organisation.

The unprecedented levels of need for our services and the expenditure challenges due to increased salary costs, restructuring and the Cost-of-Living crisis resulted in a deficit in the year. However, the trustees are confident in achieving the surplus budget approved for next year and the organisation maintains a steady cash balance.

The capital project completed in the prior year has future-proofed key parts of our infrastructure and designated funds have been put aside to continue to cement our resilience.

The trustees are confident that we can continue to operate and meet our obligations for the foreseeable future.

Governance and management structure

Passage 2000 ("The Passage") is incorporated in England as a company limited by guarantee, company number 3885593. The company is registered with the Charity Commission, registered charity number 1079764. For Companies Act purposes, the members of the Board of Trustees are the directors of the company.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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) (effective 1 January 2015).

Board of Trustees and Committees

Under the Articles of Association, the election of the Board is in the power of the members of the company at the Annual General Meeting. The Sister Provincial of the Daughters of Charity of St Vincent de Paul ("the Provincial") and the Administrator of Westminster Cathedral ("the Administrator") are ex officio company members. They each have the right to serve on the Board of Trustees and each to appoint a second member of the Board of Trustees.

No member of the Board of Trustees received any remuneration or reimbursement of expenses during the year ended 31 March 2024. The company has purchased insurance to protect the charity from any loss arising from the neglect or defaults of its Board of Trustees, employees and agents and to indemnify the Board or other officers against the consequences of any neglect or default on their part.

Five committees advise the Board on:

- Client Services
- Finance
- Risk and Audit
- People, Performance and Culture.
- Digital Marketing and Communications

They also assist the Board in monitoring the work of the company in these areas.

The Board has adopted a formal code of good governance – Good Governance - A Code for the Voluntary and Community Sector which can be downloaded from the [Code Steering Group website](#).

Selection and training of new Board members

In line with The Passage's diversity and equality policy and procedure, new Board members are recruited with appropriate skills and backgrounds following a regular assessment of the experience of current Board members and the areas in which additional expertise is required.

New members of the Board and its Committees see all aspects of the work of The Passage at first hand and have one-to-one meetings with senior employees. All Trustees are encouraged to undertake training, where necessary, to enable them to discharge their responsibilities more effectively.

Subsidiary companies

Passage 2000 has two fully owned subsidiary companies.

Passage Housing Services (PHS) is a company limited by guarantee, company number 9337431, charity number 1161696, and a registered provider of social housing number 4842.

Passage Trading Services (PTS) is a company limited by shares, company number 9874011. PTS commenced trading activities in support of Passage 2000 in 2016/17. The main activity of Passage Trading is the operation of Cathedral View conference venue, located within St Vincent's Centre.

Other information

Public benefit statement

The Trustees confirm that they have complied with their duty under sections 4 & 17(5) of The Charities Act 2011 to have regard to the public benefit guidance published by The Charity Commission. This report includes a detailed description of the activities undertaken by the charity during the year to further its charitable purposes for the public benefit.

The Board has referred to the Charity Commission's guidance on public benefit when reviewing its strategy and objectives, and in planning The Passage's future activities.

The assistance given to people who are homeless is proportionate to their needs. All members of the Board, Committees and senior employees complete an annual conflict of interest declaration. The Board has referred to the Charity Commission's guidance on public benefit and has planned The Passage's activities to avoid the granting of any private benefit other than one that is purely incidental to carrying out The Passage's objectives. The Board believes it has followed the Charity Commission's guidance in this area.

Related parties

The subsidiary companies Passage Housing Services and Passage Trading Services are both related parties.

The Administrator of Westminster Cathedral and the Sister Provincial of the Sisters of Charity of St Vincent de Paul, by virtue of their right to board membership and to each appoint a board member are also both related parties of the company. Full details of transactions and balances with these related parties are shown in note 9.

Pay policy for senior employees

The Board of Trustees delegate responsibility for the day-to-day operations of the charity to the Chief Executive and Senior Management Team. The pay of senior staff is reviewed annually, and any increases are applied in line with the cost of living applied as part of the NJC salary scale. The Directors benchmark against pay levels in other similar charities.

Trustees and Committee members give their time freely and none have received remuneration or reimbursement of expenses in the past year.

Safeguarding of vulnerable adults

The Passage has a safeguarding policy regarding vulnerable adults. The organisation takes responsibility for identifying, preventing, investigating and responding to all allegations or incidents of abuse. If clients believe that they are subject to abuse of any kind, they are encouraged to speak to a member of staff or volunteer at the project, or to an external advocate. Risk assessments, needs assessments and support plans are implemented and agreed with clients, are reviewed on a regular basis, and are recorded and kept on file at the project. In addition, risk assessments that relate to all forms of abuse that may occur, detail potential risks to staff and volunteers, and to clients who use the service.

The Passage's recruitment and selection process aims to ensure that those short-listed and selected for job vacancies have the skills and experience that are relevant to the posts. Suitability is tested by means of an application form, and a formal interview with a panel of at least two senior members of staff. The Passage obtains Disclosure and Barring Service (DBS) checks on all staff members or volunteers who may be working with clients in unsupervised contexts.

Living wage

The Passage is an accredited London Living Wage Employer under a scheme organised by the Living Wage Foundation.

Fundraising Regulator

The Passage is registered with the Fundraising Regulator. We follow the Code of Fundraising Practice guidelines on best practice and are compliant with current data protection legislation. The safety and appropriate use of supporters' data is important to us and we will never share or sell personal details to another organisation for their own use. We have not received any formal fundraising complaints in the past financial year and there have been no fundraising compliance issues.

All our fundraising activities are carried out in-house by a team that is employed directly by The Passage – for some activities such as direct mail appeals we work with a specialist direct mail agency. We do not use professional fundraisers or commercial participators to fundraise on our behalf. Our staff and any agencies or consultants that we use are expected to follow the standards in the Code of Fundraising Practice which forms part of their induction programme as well as monthly reviews. We do receive support from volunteers who assist with public collections or collections at Passage events and they follow the required standards with regard to handling donations.

We follow the Code of Practice guidelines in relation to the fair treatment of all donors to ensure that they can make an informed decision about their support. We take into account the needs of any possible donor who may be in vulnerable circumstances. Our policy, as per the Code, is to return any donations to a supporter that may not have the capacity to make an informed decision. This practice is also in line with The Passage's own values.

Principal risks and uncertainties

The Board of Trustees regularly assesses the major risks to which the company is exposed. The systems established to mitigate those risks are periodically reviewed to ensure that they continue to meet the needs of the company.

The Risk and Audit Committee meets regularly and reviews in greater detail the risks to which The Passage is exposed and the approach of the senior management team to mitigate such risks. A risk register highlighting high, medium and low risks is maintained and regularly reviewed; this is a vital tool in risk management. A risk-based internal audit approach is in operation.

Key risks have been identified and mitigated within the reserves policy. Other mitigations include regular budgeting, forecasting and internal policy reviews.

Another key risk relates to the storing of confidential information. This is mitigated by having a strong GDPR policy in place which is regularly reviewed and ensuring that all staff are trained on how to handle such data.

Statement of Trustees' responsibilities

The Trustees (who are also directors of Passage 2000 for the purposes of company law) are responsible for preparing the Trustees' report, including the Strategic Report, and 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 that give a true and fair view of the state of affairs of the charitable company and group, and of the incoming resources and application of resources, including the income and expenditure of the charitable company and group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the applicable Statement of Recommended Practice (Accounting and Reporting by Charities) (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 proper and 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, therefore, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

- So far as the Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- The Trustee has taken all the steps that he/she ought to have taken as a Trustee to make himself/herself aware of any relevant audit information, and to establish that the charity's 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 31.3.2024 was 13 (2023:13). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Signed on behalf of the Board

Michael Kelly, Chair of Trustees

Approved by the Board on 24/9/24

Independent Auditor's report

Independent auditor's report to the members of Passage 2000

Opinion

We have audited the financial statements of Passage 2000 (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the consolidated **and parent charitable company** statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2024 and of the group's and parent charitable company's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Passage 2000'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, including the strategic report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Capability of the audit in detecting irregularities

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

- We enquired of management, and the audit and risk committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
 - We inspected the minutes of meetings of those charged with governance.
 - We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on **those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.**
 - We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
 - We reviewed any reports made to regulators.
 - We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
 - We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

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

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Judith Miller, Senior statutory auditor

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

23 October 2024

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

Consolidated statement of financial activities

	Note	Unrestricted £	Restricted £	2024 Total £	Restated Unrestricted £	Restricted £	Restated 2023 Total £
Income from:							
Donations and legacies	2	2,795,559	586,217	3,381,776	3,702,154	1,843,847	5,546,001
Charitable activities	3						
Grants from statutory bodies		–	2,323,988	2,323,988	–	5,228,455	5,228,455
Accommodation and prevention projects		1,129,529	–	1,129,529	868,925	–	868,925
Other income		186,831	–	186,831	42,251	59,371	101,622
Other trading activities	4	457,725	–	457,725	411,552	–	411,552
Investments		36,561	–	36,561	16,631	–	16,631
Total income		4,606,205	2,910,205	7,516,410	5,041,513	7,131,673	12,173,186
Expenditure on:							
Raising funds	5	1,164,367	–	1,164,367	954,504	–	954,504
Charitable activities	5						
Passage Resource Centre		1,908,007	586,748	2,494,755	2,054,506	464,083	2,518,590
Accommodation and prevention projects		2,081,621	2,404,794	4,486,415	1,896,046	2,470,273	4,366,319
Depreciation		106,497	1,063,907	1,170,404	98,822	918,724	1,017,546
Total expenditure		5,260,493	4,055,449	9,315,942	5,003,877	3,853,081	8,856,958
Net income / (expenditure) for the year	6	(654,288)	(1,145,244)	(1,799,531)	37,636	3,278,592	3,316,228
Transfers between funds		–	–	–	(36,000)	36,000	–
Net income / (expenditure) before other recognised gains and losses		(654,288)	(1,145,244)	(1,799,531)	1,636	3,314,592	3,316,228
Other gains / (losses)		121,194	–	121,194	(3,525)	–	(3,525)
Net movement in funds	19	(533,094)	(1,145,244)	(1,678,338)	(1,889)	3,314,592	3,312,703
Reconciliation of funds:							
Total funds brought forward	22	6,269,661	21,912,783	28,182,444	6,271,550	18,598,191	24,869,741
Total funds carried forward		5,736,568	20,767,539	26,504,107	6,269,661	21,912,783	28,182,444

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 19a to the financial statements.

Balance sheet

Company number: 03885593 | Charity number: 1079764

		The group		The charity	
	Note	2024 £	Restated 2023 £	2024	Restated 2023 £
Fixed assets:					
Tangible assets	11	23,597,684	24,518,218	22,248,787	23,135,699
Investments	12	1,162,413	741,219	1,162,513	741,319
		24,760,097	25,259,437	23,411,300	23,877,018
Current assets:					
Debtors	15	870,093	1,163,559	863,939	1,223,313
Cash at bank and in hand		1,957,365	2,804,734	1,876,852	2,700,704
		2,827,458	3,968,293	2,740,791	3,924,017
Liabilities:					
Creditors: amounts falling due within one year	16	(755,948)	(652,286)	(660,886)	(564,622)
Net current assets		2,071,510	3,316,007	2,079,906	3,359,395
Total assets less current liabilities		26,831,607	28,575,444	25,491,205	27,236,413
Loans to Subsidiaries	15	-	-	722,288	722,288
Creditors: amounts falling due after more than one year	16	(327,500)	(393,000)	-	-
Total net assets		26,504,107	28,182,444	26,213,493	27,958,700
Funds:	19a				
Restricted income funds:					
Capital funds		20,566,581	21,630,488	20,566,581	21,630,488
Other funds		200,958	282,295	200,958	282,295
Total restricted funds		20,767,539	21,912,783	20,767,539	21,912,783
Unrestricted income funds:					
Designated funds		4,031,102	2,200,382	4,031,102	2,200,382
General funds		1,705,466	4,069,279	1,414,852	3,845,535
Total unrestricted funds		5,736,568	6,269,661	5,445,954	6,045,917
Total funds		26,504,107	28,182,444	26,213,493	27,958,700

Approved by the trustees on 24 September 2024 and signed on their behalf by

Michael Kelly, Chair of Trustees

Consolidated statement of cash flows

	Note	2024 £	£	Restated 2023 £	£
Cash flows from operating activities					
Net income / (expenditure) for the reporting period (as per the statement of financial activities)		(1,799,531)		3,316,228	
Depreciation charges		1,170,404		761,068	
Loss on disposals of fixed assets		–		256,478	
Interest income		(36,561)		(16,631)	
(Increase)/decrease in debtors		293,469		69,501	
Increase/(decrease) in creditors		38,160		(947,199)	
Net cash provided by / (used in) operating activities			(334,060)		3,591,914
Cash flows from investing activities:					
Dividends, interest and rents from investments		36,561		16,631	
Purchase of fixed assets		(249,870)		(5,447,336)	
Purchase of investments		(300,000)		(100,000)	
Net cash provided by / (used in) investing activities			(513,309)		(5,530,705)
Change in cash and cash equivalents in the year			(847,369)		(1,938,791)
Cash and cash equivalents at the beginning of the year			2,804,734		4,895,994
Cash and cash equivalents at the end of the year			1,957,365		2,804,734

Analysis of cash and cash equivalents and of net debt

	Restated at 1 April 2023 £	Cash flows £	Other non- cash changes £	At 31 March 2024 £
Cash at bank and in hand	2,804,734	(847,369)	–	1,957,365
a Total cash and cash equivalents	2,804,734	(847,369)	–	1,957,365

Notes to the financial statement

1) Accounting policies

a) Statutory information

Passage 2000 is a charitable company limited by guarantee and is incorporated in England. Passage 2000 operates as The Passage.

The registered office address is at St Vincent's Centre, Carlisle Place, London SW1P 1NL. The Passage provides resources which encourage, inspire and challenge homeless people to transform their lives.

b) Basis of preparation

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

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

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

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 FRS102.

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. Reserves have been set at a level to ensure that continued operations in a changing environment (including any impact of the cost of living crisis on utility costs and wage inflation) can be sustained. The Capital Refurbishment Project was completed in 2022-23 and will have no future impact on operating income.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

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

f) 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.

g) Interest receivable

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.

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. Revenue funding from statutory bodies is normally spent in its entirety during the year. Individual balances on the restricted funds relating to revenue expenditure funded by statutory bodies is not material and no further analysis is therefore given.

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 direct staff and support costs.
- Other expenditure represents those items not falling into any other heading.

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

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Basis of allocation		Raising funds	PRC	Acc & Prevention
Management and planning	Use	14%	43%	43%
Finance	Use	25%	25%	50%
Information resources	Staff nos	7%	41%	51%
Human resources	Staff nos	7%	41%	51%
Facilities management	Use	1%	60%	39%
Governance		0%	50%	50%
Depreciation	Use	0%	70%	30%

Facilities management costs are recharged on the basis of the use of the services, taking floor areas occupied, and the intensity of their use. Information resources and Human resources overheads are charged on the basis of the number of staff engaged in each activity.

Governance costs are the costs associated with the governance arrangements of the charity.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £5,000. 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.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

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:

- Land | Not depreciated
- Fixtures and fittings | 5 – 20 years
- Equipment | 3 – 15 years

Freehold buildings are split between structural and other major components which require periodic replacement. Each such major component is capitalised at cost, and then depreciated over an estimated useful life, which has been set taking into account internal and external professional sources. Major components are treated as separable assets and depreciated over their expected useful economic lives, or the lives of the structure to which they relate (if shorter) at the following rates.

- Freehold building components:
 - External Structural | 50 years
 - Internal Structural | 25 years
 - Mechanical, Electrical & Plumbing | 20 years
 - Internal doors, partitions and finishes | 5 years

l) 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.

m) 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.

n) 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.

o) 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.

p) Pensions

The charity has arranged a group personal pension plan, which is a defined contribution scheme, for staff, the costs of which are charged to the Statement of Financial Activities in the year in which the contributions are payable. The charity has no liability for the ultimate benefits paid.

q) Investments

During 2022-23 the charity transferred £100k of current cash and short term deposits to a COIF Charities Investment Fund (2022: £300k), which seeks to provide medium to long-term growth and stability within a client-driven ethical investment framework. The investments are valued at bid price as at the balance sheet date.

2) Income from donations and legacies

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	Restated 2023 Total £
Legacies	163,141	-	163,141	1,062,014	-	1,062,014
Individuals	1,213,724	-	1,213,724	1,255,329	-	1,255,329
Westminster Cathedral	195	-	195	279	-	279
Church and voluntary groups	186,636	-	186,636	121,167	-	121,167
Grants	317,248	373,210	690,458	452,803	1,387,340	1,840,143
Corporate donations	914,615	213,007	1,127,622	810,562	456,507	1,267,069
	2,795,559	586,217	3,381,776	3,702,154	1,843,847	5,546,001

Grants income includes £nil (2023:£1,122,430) from charitable trusts for the refurbishment of Bentley House and Passage House.

The Charity received notification of legacies totalling £nil (2023: £nil) that did not meet the criteria for recognition as income in 2022-23 but which were expected to be received in 2023-24.

3) Income from charitable activities

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Westminster City Council						
Capital Grants	-	-	-	-	2,100,000	2,100,000
Non-Capital Grants	-	2,085,799	2,085,799	-	1,884,818	1,884,818
Government of Ireland: Emigrant Support Programme	-	35,000	35,000	-	35,000	35,000
Greater London Authority						
Capital Grants	-	-	-	-	1,000,000	1,000,000
Non-Capital Grants	-	203,189	203,189	-	192,637	192,637
London Housing Foundation	-	-	-	-	16,000	16,000
Sub-total for Grants from statutory bodies	-	2,323,988	2,323,988	-	5,228,455	5,228,455
Rent from Residential Services	1,129,529	-	1,129,529	868,925	-	868,925
Other Income	186,831	-	186,831	42,251	59,371	101,622
Accommodation and prevention projects	1,316,360	-	1,316,360	911,176	59,371	970,547

The total grant for the Government of Ireland: Emigrant Support Programme for the period 1 July 2023 to 30 June 2024 was £35,000 (2023: £35,000); £29,260 was applied in the financial year 2023-24 (2022-23: £28,057) under the following headings:

Staff costs: £27,036 (2023: £26,175)

Client costs: £2,116 (2023: £1,814)

Volunteers: £108 (2023: £68)

4) Income from other trading activities

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Hire of meeting rooms and conference facilities	243,555	-	243,555	148,678	-	148,678
<i>A Taste of Home</i> (The Passage cookbook)	1,657	-	1,657	1,930	-	1,930
Sundry recharges	-	-	-	64,424	-	64,424
Fundraising events	212,513	-	212,513	196,520	-	196,520
	457,725	-	457,725	411,552	-	411,552

5a) Analysis of expenditure (current year)

	Charitable activities					2024 Total £	2023 Total £
	Raising funds £	Passage Resource Centre £	Accommodation and prevention projects £	Governance costs £	Support costs £		
Staff costs (Note 7)	709,592	2,066,606	2,215,519	18,869	965,976	5,976,562	5,282,505
Other direct costs	275,234	804,214	823,754	-	-	1,903,202	2,562,472
Management and planning	-	-	-	-	25,319	25,319	37,665
Finance	-	-	-	-	43,946	43,946	27,551
Information resources	-	-	-	-	105,855	105,855	118,554
Human resources	-	-	-	-	25,800	25,800	35,112
Facilities management	-	-	-	-	64,856	64,856	32,031
Depreciation	30,694	-	784,389	-	355,321	1,170,404	761,068
	1,015,519	2,870,820	3,823,662	18,869	1,587,073	9,315,944	8,856,958
Support costs	148,847	746,466	691,760		(1,587,073)	-	-
Governance costs	-	9,434	9,435	(18,869)		-	-
Total expenditure 2024	1,164,367	3,626,720	4,524,857	-	-	9,315,944	
Total expenditure 2023	954,504	3,240,104	4,662,350	-	-		8,856,958

Passage Trading costs included in Raising funds: £147,898 (2023: £147,976)

5b) Analysis of expenditure (prior year)

	Charitable activities					2023 Total £	2022 Total £
	Raising funds £	Passage Resource Centre £	Accommodation and prevention projects £	Governance costs £	Support costs £		
Staff costs (Note 7)	515,458	1,970,286	2,072,339	17,903	706,519	5,282,505	4,751,612
Other direct costs	286,736	661,779	1,613,956	-	-	2,562,472	2,000,195
Management and planning	-	-	-	-	37,665	37,665	37,612
Finance	-	-	-	-	27,551	27,551	25,637
Information resources	-	-	-	-	118,554	118,554	66,344
Human resources	-	-	-	-	35,112	35,112	18,287
Facilities management	-	-	-	-	32,032	32,031	22,200
Depreciation	24,308	-	383,429	-	353,331	761,068	386,784
	826,503	2,632,065	4,069,725	17,903	1,310,763	8,856,958	7,308,670
Support costs	128,001	599,088	583,674	-	(1,310,763)	-	-
Governance costs	-	8,952	8,952	(17,903)	-	-	-
Total expenditure 2022	954,504	3,240,104	4,662,350	-	-	8,856,958	
Total expenditure 2021	714,282	2,917,048	3,677,341	-	-		7,308,670

Passage Trading costs included in Raising funds: £147,976 (2022: £57,482)

6) Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2024 £	2023 £
Depreciation	1,170,404	761,068
Loss on disposal of fixed assets	–	256,478
Auditor's remuneration (excluding VAT):		
Audit	22,800	15,800
Audit fees for subsidiaries	7,900	8,140

7) Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	4,681,865	4,097,017
Social security costs	478,292	436,812
Employer's contribution to defined contribution pension schemes	231,089	182,333
Other staff costs (including agency costs)	380,732	382,258
Training and recruitment	102,901	92,991
Redundancy payments	14,165	25,009
Other costs	87,518	66,085
	5,976,562	5,282,505

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

	2024 No.	2023 No.
£60,000 – £69,999	–	–
£70,000 – £79,999	–	–
£80,000 – £89,999	3	3
£90,000 – £99,999	–	1
£100,000 – £109,999	1	–

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £734,459 (2023: £620,851).

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

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2023: £nil) incurred by nil (2023: nil) 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 144 (2023: 128).

Staff are split across the activities of the charity as follows:

	2024 No.	2023 No.
Raising funds	15	8
Passage Resource Centre	41	45
Prevention and accommodation	62	56
Support	26	19
	144	128

9) Related party transactions

The board of trustees ("The Board") manages the charitable activities of the company.

Passage Housing Services, Passage Trading Services, the Daughters of Charity of St Vincent de Paul ("The Sisters") and Westminster Cathedral are related parties.

- Transactions with the Sisters
 - The Sisters made grants and donations of £nil (2023: £nil) to The Passage.
 - The Passage recharged service charges of £25,362 (2023: £20,606) to The Sisters.
- Transactions with Westminster Cathedral
 - Westminster Cathedral collected donations on behalf of The Passage amounting to £195 (2023: £279).
 - No charge was made for the facilities provided by the cathedral for the collection of money to assist the work of The Passage.
- Transactions with Passage Trading Services
 - The Passage received repayment of £41,621 (2023: £25,666) from Passage Trading Services in loans and advances.
 - The Passage made payment of £4,902 (2023: £3,401) to Passage Trading Services for room hire.
 - The Passage recharged catering and salary costs of £11,749 (2023: 4,580)
 - Passage Trading Services made a donation of £20,000 (2023: £nil) to The Passage.
- Transactions with Passage Housing Services
 - The Passage recharged salary costs of £172,944 (2023: £53,476) to Passage Housing Services.
 - The Passage recharged maintenance and insurance costs of £87,373 (2023: £nil) to Passage Housing Services.
 - The Passage collected £322,903 (2023: £91,324) of rent and paid it over to Passage Housing Services.
 - The Passage made donations of £nil (2023: £65,500) to Passage Housing Services.
- Transactions with Director of Passage Trading Services
 - The Passage paid subscription fees of £2,330 (2023: £1,715) to a company of which a director of Passage Trading Services is also a director. These transactions occurred at arm's length under normal market conditions.

10) Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary, Passage Trading Services Limited, has made a distribution under Gift Aid of available profits of £42,663 (2023: nil) to the parent charity. No corporation tax charge has arisen in the current year (2023: £6,658).

11) Tangible fixed assets

The group

	Freehold property £	Equipment fixtures and fittings £	Total £
Cost			
At the start of the year	27,868,343	1,593,924	29,462,267
Additions in year	-	249,870	249,870
Disposals in year	-	(144,755)	(144,755)
At the end of the year	27,868,343	1,699,039	29,567,382
Depreciation			
At the start of the year	3,941,061	1,002,988	4,944,049
Charge for the year	968,032	202,372	1,170,404
Eliminated on disposal	-	(144,755)	(144,755)
At the end of the year	4,909,093	1,060,605	5,969,698
Net book value			
At the end of the year	22,959,250	638,434	23,597,684
At the start of the year	23,927,282	590,936	24,518,218

All of the above assets are used for charitable purposes.

Westminster City Council hold a 30 year charge on Bentley House (part of St. Vincent's Centre) from 6th February 2023.

	Freehold property £	Equipment fixtures and fittings £	Total £
The charity			
Cost			
At the start of the year	26,353,155	1,531,245	27,884,400
Additions in year	-	246,248	246,248
Disposals in year	-	(144,755)	(144,755)
At the end of the year	26,353,155	1,632,738	27,985,893
Depreciation			
At the start of the year	3,752,044	996,656	4,748,700
Charge for the year	943,506	189,655	1,133,161
Eliminated on disposal	-	(144,755)	(144,755)
At the end of the year	4,695,550	1,041,556	5,737,106
Net book value			
At the end of the year	21,657,605	591,182	22,248,787
At the start of the year	22,601,110	534,589	23,135,699

All of the above assets are used for charitable purposes.

12) Listed investments

	The group 2024	2023	The charity 2024	2023
	£	£	£	£
Fair value at the start of the year	741,219	644,744	741,319	644,844
Additions at cost	300,000	100,000	300,000	100,000
Net gain / (loss) on change in fair value	121,194	(3,525)	121,194	(3,525)
	1,162,413	741,219	1,162,513	741,319

Investments comprise:

	The group 2024	2023	The charity 2024	2023
	£	£	£	£
UK Common investment funds	1,162,413	741,219	1,162,413	741,219
Investments in subsidiary undertakings	-	-	100	100
	1,162,413	741,219	1,162,513	741,319

13) Subsidiary undertakings

The charity owns the funds of Passage Housing Services, a company registered in England and a Registered Social Landlord. The company number is 09874011 and the RSL number is 4842. The registered office address is St Vincent Centre, Carlisle Place, London SW1P 1NL.

This entity is used for residential services that, per their lease, need to be run by a registered social housing provider. However, all activity is considered primary purpose. All activities have been consolidated on a line by line basis in the statement of financial activities.

A summary of the results is shown below:

	2024 £	2023 £
Income	322,903	156,824
Expenditure	(275,308)	(67,088)
Net income/(expenditure) for the year	47,595	89,735
Funds brought forward	218,012	128,277
Total funds carried forward	265,607	218,012
The aggregate of the assets, liabilities and reserves was:		
Assets	692,338	696,706
Liabilities	(426,731)	(478,694)
Reserves	265,607	218,012

The charity owns the whole of the issued ordinary share capital of Passage Trading Services Limited, a company registered in England. The company number is 09874011. The registered office address is St Vincent Centre, Carlisle Place, London SW1P 1NL.

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

A summary of the results is shown below:

	2024 £	2023 £
Turnover	250,114	150,608
Expenditure	(165,306)	(141,318)
Gross profit/(loss)	84,808	9,290
Interest on loan payable to parent undertaking	(45,455)	(25,666)
Profit / (loss) on ordinary activities before taxation	39,354	(16,376)
Taxation on profit on ordinary activities	3,309	(6,658)
Profit / (loss) for the financial year	42,663	(23,034)
Retained earnings		
Total retained earnings brought forward	5,733	28,767
Profit / (loss) for the financial year	42,663	(23,034)
Distribution under Gift Aid to parent charity	(42,663)	-
Total retained earnings carried forward	5,733	5,733
The aggregate of the assets, liabilities and reserves was:		
Assets	779,365	818,305
Liabilities	(773,532)	(812,472)
Reserves	5,833	5,833

Amounts owed to the parent undertaking are shown in note 15.

14) Parent charity

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

	2024 £	Restated 2023 £
Gross income	7,412,749	11,956,922
Result for the year	(1,745,207)	3,246,003

15) Debtors

	The group		The charity	
	2024	Restated 2023	2024	Restated 2023
	£	£	£	£
Trade debtors	33,439	22,833	–	–
Other debtors	284,570	191,986	284,570	191,986
Amounts due from subsidiary undertakings		–	–	88,215
Prepayments	212,632	133,488	207,166	127,860
Accrued income	280,998	780,157	280,998	780,157
Sundry Debtors	58,454	35,095	91,205	35,095
Debtors over one year:				
Funding advance to Passage Trading Services Limited	–	–	722,288	722,288
	870,093	1,163,559	1,586,227	1,945,601

16) Creditors: amounts falling due within one year

	The group		The charity	
	2024	2023	2024	2023
	£	£	£	£
Trade creditors	127,313	98,563	125,391	96,743
Taxation and social security	155,826	119,102	142,439	108,936
Pension contributions	41,342	32,287	41,055	32,346
Other creditors	70,985	70,226	5,485	4,303
Accruals	355,240	327,434	346,516	319,294
Deferred income (note 17)	5,241	4,674	–	3,001
	755,948	652,286	660,886	564,622

Creditors greater than one year comprises amounts due for the buyback of the lease on Bentley House of £327,500 (2023: £393,000) and is repayable over 9 years (until 2030) in equal instalments each year.

The value of one annual payment, £65,500, is included in Current Creditors (2023: £65,500). The value of one annual payment, £65,500, is included in Current Creditors (2023: £65,500).

17) Deferred income

Deferred income comprises funds in advance from Housing benefits and room hire paid in advance.

	The group		The charity	
	2024	2023	2024	2023
	£	£	£	£
Balance at the beginning of the year	4,674	19,051	3,001	11,625
Amount released to income in the year	(4,674)	(19,051)	(3,001)	(11,625)
Amount deferred in the year	5,241	4,674	–	3,001
Balance at the end of the year	5,241	4,674	–	3,001

18a) Analysis of group net assets between funds (current year)

	General unrestricted £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	–	3,031,102	20,566,582	23,597,684
Investments	1,162,413	–	–	1,162,413
Net current assets	870,552	1,000,000	200,957	2,071,509
Long term liabilities	(327,499)	–	–	(327,499)
Net assets at 31 March 2024	1,705,466	4,031,102	20,767,539	26,504,107

18b) Analysis of group net assets between funds (prior year, restated)

	General unrestricted £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	2,731,348	156,382	21,630,488	24,518,218
Investments	741,219	–	–	741,219
Net current assets	989,712	2,044,000	282,295	3,316,007
Long term liabilities	(393,000)	–	–	(393,000)
Net assets at 31 March 2023	4,069,279	2,200,382	21,912,783	28,182,444

19a) Movements in funds (current year)

	Restated At 1 April 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2024 £
Restricted funds:					
Advice & Advocacy	50,000	67,000	(96,999)	-	20,001
Health & Wellbeing	76,373	-	(74,543)	-	1,830
Prime Services	21,490	122,694	(143,184)	-	1,000
Private Rented Sector	30,000	50,000	(30,000)	-	50,000
Home for Good	9,790	46,523	(53,466)	-	2,847
No Night Out	-	10,000	(10,000)	-	-
Co-Production	-	30,000	(30,000)	-	-
Rough Sleeping Team	-	-	-	-	-
Passage House	-	27,000	-	-	27,000
Montfort House	-	5,000	(516)	-	4,484
Modern Slavery	-	-	-	-	-
Westminster Housing Project	8,568	-	(8,568)	-	-
Employment and training	5,841	158,000	(91,755)	-	72,086
Resettlement	-	-	-	-	-
Community Intervention Team	3,225	-	(3,225)	-	0
Prevention and partnership	74,098	66,500	(139,588)	-	1,010
Other statutory grants	-	2,323,988	(2,306,837)	-	17,151
Other restricted funds	2,911	3,500	(2,862)	-	3,549
Building fund:	-	-	-	-	-
St Vincent's refurbishment	9,020,205	-	(271,882)	-	8,748,323
Passage House and Bentley House rel	6,867,141	-	(757,570)	-	6,109,571
St Vincent's Centre	3,940,493	-	(17,977)	-	3,922,516
General Building development fund	914,253	-	-	-	914,253
Passage House	846,414	-	(13,545)	-	832,869
Passage Resource Centre	41,982	-	(2,933)	-	39,049
Total restricted funds	21,912,783	2,910,205	(4,055,450)	-	20,767,539
Unrestricted funds:					
Designated funds:					
Equipment	156,382	-	(17,570)	(80,000)	58,812
Housing Options Development	1,800,000	-	-	(800,000)	1,000,000
Infrastructure Development	244,000	-	(3,849)	(92,700)	147,451
Fixed Assets	-	-	(85,079)	2,909,918	2,824,839
Total designated funds	2,200,382	-	(106,498)	1,937,218	4,031,102
General funds	4,069,279	4,606,205	(5,032,800)	(1,937,218)	1,705,466
Total unrestricted funds	6,269,661	4,606,205	(5,139,298)	-	5,736,568
Total funds	28,182,444	7,516,410	(9,194,748)	-	26,504,107

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

19b) Movements in funds (prior year)

	At 1 April 2022	Income & gains	Expenditure & losses	Transfers	Restated At 31 March 2023
	£	£	£	£	£
Restricted funds:					
Immigration	719	-	(719)	-	-
Advice & Advocacy	-	57,000	(7,000)	-	50,000
Health & Wellbeing	-	77,000	(36,627)	36,000	76,373
Prime Services	-	36,363	(14,873)	-	21,490
Private Rented Sector	-	30,000	-	-	30,000
Home for Good	39,571	45,610	(75,391)	-	9,790
Rough Sleeping Team	5,000	-	(5,000)	-	-
Passage House	14,657	-	(14,657)	-	-
Montfort House	-	5,000	(5,000)	-	-
Modern Slavery	-	-	-	-	-
Westminster Housing Project	32,007	17,250	(40,689)	-	8,568
Employment and training	50,000	89,650	(133,809)	-	5,841
Resettlement	2,009	-	(2,009)	-	-
Move On	-	-	-	-	-
Community Intervention Team	37,080	263,916	(297,771)	-	3,225
Prevention and partnership	52,964	170,000	(148,866)	-	74,098
Other statutory grants	-	2,112,455	(2,112,455)	-	-
Other restricted funds	37,402	5,000	(39,491)	-	2,911
Building fund:					
St Vincent's refurbishment	9,291,492	-	(271,287)	-	9,020,205
Passage House and Bentley House ref	3,001,500	4,222,430	(356,789)	-	6,867,141
St Vincent's Centre	3,958,470	-	(17,977)	-	3,940,493
General Building development fund	914,253	-	-	-	914,253
Passage House	1,119,085	-	(272,671)	-	846,414
Passage Resource Centre	41,982	-	-	-	41,982
Total restricted funds	18,598,191	7,131,673	(3,853,081)	36,000	21,912,783
Unrestricted funds:					
Designated funds:					
Funding Contingency	1,750,000	-	-	(1,750,000)	-
St Vincent's refurbishment	2,012,999	-	(450,672)	(1,562,327)	-
Equipment	171,460	-	-	(15,078)	156,382
Strategy investment costs	187,455	-	-	(187,455)	-
Housing Options Development	-	-	-	1,800,000	1,800,000
Infrastructure Development	-	-	-	244,000	244,000
Total designated funds	4,121,914	-	(450,672)	(1,470,860)	2,200,382
General funds	2,149,636	5,041,513	(4,556,730)	1,434,860	4,069,279
Total unrestricted funds	6,271,550	5,041,513	(5,007,402)	(36,000)	6,269,661
Total funds	24,869,741	12,173,186	(8,860,484)	-	28,182,444

Purposes of restricted funds

- The St Vincent's Refurbishment Fund - Represents payments contributed by developers to The Passage for the refurbishment of St Vincent's Centre, plus interest earned on this fund.
- The Passage House and Bentley House Refurbishment Fund - Represents donations made specifically for the refurbishment of Passage House and Bentley House.
- The St Vincent's Centre Building Fund - Represents donations and grants made towards the cost of purchasing and improving St Vincent's Centre in respect of works completed before the current refurbishment.
- The General Development Fund - Represents donations and grants made towards the cost of purchasing and improving St Vincent's Centre in respect of works completed before the current refurbishment.
- The Passage House Fund - Consists of the historical cost of Passage House to The Passage Trust, less accumulated depreciation and loss on disposals to 31 March 2023 (including the Lily Ann & William Wiggins Fund of £146,045, which the donor agreed could be used for this purpose), and grants payable to the company to develop Passage House.
- The Passage Resource Centre Fund - Represents a legacy received by The Passage Trust for use in the Resource Centre, given to Passage 2000 for the development and maintenance of the Resource Centre.
- All other restricted fund balances represent donations and grants received or receivable during the year to support the running of specific projects, which have not been entirely spent by the end of the year.

Restricted funding includes the following grants:

- **Westminster City Council**
 - Passage House Grant - Funding to provide specialist triage, assessment and resettlement housing related support for people who were identified as new to rough sleeping in Westminster.
 - Montfort House Grant – Funding to provide specialist housing related support for people with a history of rough sleeping in Westminster.
 - Bentley House Grant – Funding to provide specialist housing related support for people with a history of rough sleeping or acute mental health issues in Westminster.
 - Newman Street Grant - Funding to provide on-site support to residents in temporary accommodation.
 - Private Rented Sector Advice Grant - Grant to employ a staff team giving advice and assistance to homeless people to access private rented accommodation and related resettlement costs.
 - No Night Out Grant – Funding to provide prevention of homelessness advice, support and resettlement.
 - Modern Slavery Grant – Funding towards a service to identify and support people who are homeless and survivors of modern slavery and trafficking.
 - Housing Solutions Service Grant – Funding for prevention activity, advice and assistance for people at risk of or who are currently homeless.
- **Irish Government-Department of Foreign Affairs** - Funding to employ a worker to co-ordinate the Resource Centre's services to Irish clients and to research their needs.

Purposes of designated funds:

- **Funding Contingency Fund** - Ensures that adequate resources would be available to maintain services to beneficiaries in the short-term, having regard to seasonal fluctuations in income and the company's exposure to possible variations in future grant levels from major funders. It was not necessary to draw on this reserve during 2022-23. The trustees have made the decision to transfer this fund to new designated funds and unrestricted reserves.
- **St Vincent's Refurbishment Fund** - Designated for future major cyclical maintenance of St Vincent's Centre and towards any costs of acquiring and refurbishing Bentley House, which cannot be funded through grants and donations. Full refurbishment of Bentley House was completed in 2022-23. The trustees have made the decision to transfer this fund to new designated funds and unrestricted reserves.
- **Equipment Fund** - Represents the net book value of equipment, apart from equipment funded as part of the St Vincent's refurbishment project.
- **Strategy Investment Fund** - Represents funds designated by the Board to develop and implement the 2022-2025 strategy for The Passage. It was not necessary to draw on this fund in 2022-23 and the trustees see no future requirement to draw on the fund. The trustees have made the decision to transfer this fund to new designated funds and unrestricted reserves.
- **Housing Options Development Fund** – Designated for future developments to the housing options that we can offer to ensure that decent housing is available for our client group as part of our 2022-2025 strategy.
- **Infrastructure Development Fund** – These funds are designated for projects that will improve our processes and systems to ensure that we are meeting the needs of clients with quality solutions and agility.
- **Fixed Assets Fund** – These funds represent the net book value of unrestricted fixed assets which are not included in either the Equipment Fund or Infrastructure Development Fund.

20) Financial commitments

	2024 £	2023 £
Equipment:		
Obligations due within 1 year	16,605	16,605
Obligations due in 2-5 years	27,676	44,281
Total commitments	44,281	60,886

Total operating lease commitments paid between April 2023 and March 2024 were £ (2023: £16,605).

21) Capital commitments

At the balance sheet date, the group had no commitment to further expenditure relating to the refurbishment of Bentley House and Passage House (2023: £nil).

22) Prior period adjustment

In the year to 31 March 2023, legacy income from two related legacies was recognised. It was subsequently established that the charity had been advised of its entitlement in error. This income is being reversed as a prior period adjustment to ensure that we provide a true and fair view of results for the relevant financial periods.

Group

	Unrestricted	Restricted	Total
	£	At 31 March 2023 £	£
Reserves position			
Funds previously reported	6,422,129	21,912,783	28,334,912
Adjustments on restatement			
Legacy Income Correction	(152,468)	-	(152,468)
Funds restated	<u>6,269,661</u>	<u>21,912,783</u>	<u>28,182,444</u>

	Unrestricted	Restricted	Total
	£	31-Mar-23 £	£
Impact on income and expenditure			
Net movement in funds as previously reported	150,579	3,314,592	3,465,171
Adjustments on restatement			
Legacy Income Correction	(152,468)	-	(152,468)
Net movement in funds as restated	<u>(1,889)</u>	<u>3,314,592</u>	<u>3,312,703</u>

	Unrestricted	Restricted	Total
	£	At 31 March 2023 £	£
Charity Reserves position			
Funds previously reported	6,198,386	21,912,783	28,111,168
Adjustments on restatement			
Legacy Income Correction	(152,468)	-	(152,468)
Funds restated	<u>6,045,918</u>	<u>21,912,783</u>	<u>27,958,700</u>

	Unrestricted	Restricted	Total
	£	31-Mar-23 £	£
Impact on income and expenditure			
Net movement in funds as previously reported	83,879	3,314,592	3,398,471
Adjustments on restatement			
Legacy Income Correction	(152,468)	-	(152,468)
Net movement in funds as restated	<u>(68,589)</u>	<u>3,314,592</u>	<u>3,246,003</u>