THE SINGLE HOMELESS PROJECT

England & Wales · Charity number 287779

Details

Status	Registered
Legal form	Charitable company
Company number	01741926
Registered	1983-09-16
Register	View on the Charity Commission register

Contact

Address	245 Gray's Inn Road London WC1X 8QY
Phone	02045098300
Email	info@shp.org.uk
Website	www.shp.org.uk

Activities

Objects: TO PROVIDE RELIEF TO PERSONS IN NEED BY REASON OF AGE, FRAILTY, ILL HEALTH, MENTAL, OR PHYSICAL DISABILITY, POVERTY, SOCIAL OR ECONOMIC CIRCUMSTANCES, OR OTHERWISE THROUGH THE PROVISION OF SUPPORT SERVICES AND OTHER WAYS AS THE TRUSTEES SHALL DETERMINE.

Activities: Single Homeless Project is London's leading homelessness charity. We prevent homelessness, provide safe places to live and give over 10,000 people the opportunity to rebuild their lives and transform their futures every year. And we never give up.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Other Charitable Activities
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty, Accommodation/housing
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Defined Groups

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Geography

- **Area of benefit:** GREATER LONDON AREA
- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£44,048,128	£43,721,130	£6,976,875	888
2024-03-31	£41,053,171	£40,632,726	£6,649,878	838
2023-03-31	£38,897,037	£38,706,025	£6,229,433	796
2022-03-31	£37,143,844	£37,043,734	£6,038,421	795
2021-03-31	£36,396,970	£34,409,884	£5,938,311	666

Trustees

Name	Role	Appointed
Meeta Luthra	Chair	2025-07-23
BHAVIN SHAH		2025-12-07
Chinyere Ugwu		2022-03-16
Emilie McCarthy		2024-05-15
Ian Adams		2021-11-30
Jasmine Basran		2024-07-17
Priya Javeri		2026-02-03
Sadie Daryan		2024-05-15
Wil Lewis		2026-02-03

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THE SINGLE HOMELESS PROJECT

England & Wales - Charity number 287779

Accounts



Single Homeless Project

Annual Report and Accounts 2024-25

shp Single Homeless Project | 50 Years

Single Homeless Project is a London-wide charity. Our vision is of a society where everyone has a place to call home and the chance to live a fulfilling life.

We help single Londoners by preventing homelessness, providing support and accommodation, promoting wellbeing, enhancing opportunity, and being a voice for change.

From supporting people in crisis to helping people take the final steps towards independence and employment, we make a difference to 12,000 lives every year across all 32 boroughs.

- Reference and administrative information
- Trustees’ report for the year ended 31 March 2025
- Independent auditor’s report
- Statement of financial activities
- Balance sheet
- Statement of cash flows
- Notes to financial statement

1. Reference and administrative information

(for the year ended 31 March 2025)

Charity number
287779 (Registered in England and Wales)

Company number
1741926 (incorporated in the UK)

Registered office and operational address
Single Homeless Project, 245 Gray's Inn Road
London, WC1X 8QY

Trustees
The trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:
Jon Rosser, Chair
Mark Fell KC – resigned 18 September 2024
Peter Brogden, Treasurer
Nicky Boland
Ian Adams, Vice-Chair
Chinyere Ugwu
Meeta Luthra
Sadie Daryan – co-opted 15 May 2024
Emilie McCarthy – co-opted 15 May 2024
Samantha Storey – co-opted 15 May 2024
Jasmine Basran – co-opted 17 July 2024

Secretary
Liz Rutherfoord

Executive Management Team
Liz Rutherfoord, Chief Executive
Toni Warner, Deputy Chief Executive & Director of Services
Rupa Bhola, Director of Finance, IT & Facilities
Jamie Mills, Director of Business Development & Fundraising
Howard Rosenthal, Director of Human Resources & Organisational Development

Bankers
National Westminster Bank Plc
London Corporate Service Centre
London, EC1V 7DY

Solicitors
Devonshires
30 Finsbury Circus
London, EC2M 7DT

Auditor
Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
110 Golden Lane
London, EC1Y 0TG

2. Trustees' report for year ending 31 March 2025

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

Compliance with Section 172 of the Companies Act 2006

The Board of Trustees is aware of its duty under Section 172 of the Companies Act 2006. This duty includes acting in the interests of stakeholders when promoting the success of the charity.

The trustees act in accordance with this requirement and in doing so have to regard:
• The likely consequences of any decision in the long-term.
• The interests of Single Homeless Project's employees
• The need to foster Single Homeless Project's business relationships with suppliers, customers and others.
• The impact of Single Homeless Project's operations on the community and the environment.
• The desirability of Single Homeless Project's maintaining a reputation for high standards of business conduct.
• The need to act fairly between members of the association.

Set out in the Strategic Report and Trustees' Report is a description of how the Trustees have had regards to the matters set out in section 172 (1) when performing their duties under section 172.

Objectives and activities - public benefit

Single Homeless Project's objects are outlined in the Articles of Association. The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing Single Homeless Project's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set. Our objective is entirely focused on public benefit – to provide relief to persons in need by reason of age, frailty, ill health, mental or physical disability, and poverty, social or economic circumstances or otherwise through the provision of support services and other ways as the trustees shall determine.

Single Homeless Project's main aim is to reduce poverty, social exclusion and homelessness and to make a lasting improvement to the quality of life of our clients.

Strategic Report

Single Homeless Project is a London-wide charity. We began in 1975 when six homeless Londoners set out to challenge the system and make their vision of a safe place to live for everyone a reality.

In a city where hundreds are forced into homelessness every day, our work has never been more needed or more challenging. We prevent homelessness, provide safe places to live and give people the opportunity to rebuild their lives and transform their futures. Last year, we made a difference to the lives of 10,500 Londoners.

We couldn't have done that without the hard work and dedication of our staff and volunteers and the support we received from our funders and donors

Our business plan priorities for 2024/25 and results:

Expand and sustain services for rough sleepers

- In Camden and Islington, our Navigators service received additional funding, enabling us to support more people living on the streets and continue engaging with them as they move into accommodation, ensuring strong links with local services are maintained.
- In March, we launched the Gray's Inn Road service, funded by the Greater London Authority (GLA) and commissioned by the Camden Council. This newly refurbished, 16-bed accommodation supports some of the hardest-to-reach individuals experiencing homelessness, offering them a stable base in central London. The service includes tailored case management to help residents transition into longer-term housing pathways and to ensure coordinated multi-agency support throughout their stay.
- We took on an additional HMO in Newham, enabling us to house more people who have experienced rough sleeping and support them into the PRS or the local homelessness pathway.
- As in previous years, we mobilised several temporary cold weather shelters across Camden and Westminster in response to severe weather protocols, ensuring additional support for those sleeping rough during the coldest months.

Expand our health support and improve health outcomes for those who are multiply disadvantaged living in our hostels and clients of the Tenancy Sustainment Team (TST North)

- We doubled our team of health navigators to eight, including one working with TST clients
- We added four additional health spaces in our hostels
- We increased health engagement to 90%

Expand our employment offer for our clients through securing additional funding

- With the support of corporate partners, we expanded our Education, Training and Employment Team to four, including an employment specialist working specifically with young people.
- We provided 1:1 and group-based activities as well as supporting employers, enabling us to work with 2,478 people, an increase of 300 compared to the previous year.

Achieve Domestic Abuse Housing Alliance (DAHA) accreditation

- The DAHA assessment is now complete, and we await the outcome which is expected at the beginning of July 2025. [Post audit: we have been awarded DAHA accreditation, the first homelessness organisation to achieve it.]

Collaborate with Solace and other organisations to expand participation in the third year of the women's rough sleeping census

- Participation in the census increased from 41 local authorities across England in 2023 to 88 local authorities in 2024. Results will be published in July 2025

Achieve Ofsted registration in services for 16-&17-year-old Looked After Children and care leavers

- We achieved Ofsted accreditation in June 2024

In 2024-25, we worked with over **10,000 Londoners** who were either facing or experiencing **homelessness**

4,372 Londoners

supported to stay in their own home, preventing them from becoming homeless



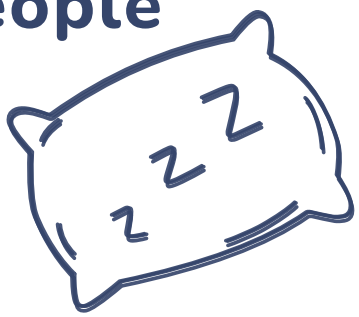
We gave 3,671 people

short term advice guidance and support in securing housing



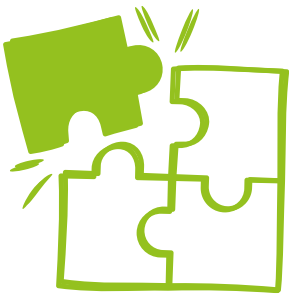
Over 1,000 people rough sleeping

supported off the streets and into crisis accommodation



834 people

experiencing multiple disadvantage helped through our accommodation services



Worked with 2,462 clients

to improve their physical and mental health through treatment and support and be in control of their own recovery





1,372 Londoners

rehoused into more stable accommodation, finding a place to call home



112 women

provided with safe accommodation through our specialist women's hostels





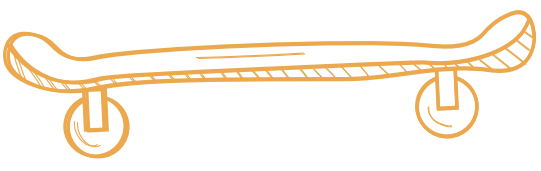
Over 1,300 people

helped into employment, education or training



592 young people

who were either homeless or leaving care supported through our youth community services and hostels





Achievements and impact

Londoners in crisis – off the streets and into the warmth

Rough sleeping in London continues to rise - and the scale is both urgent and unacceptable. In the past year alone, 11,993 people were recorded sleeping rough in the capital. That's the highest number in over a decade - and a 59% increase since 2021.

We're seeing more people new to the streets, more people returning after being housed, and more people experiencing longer spells without support. Behind every statistic is someone who has been let down by a system that's supposed to protect them.

The drivers are complex - but not surprising. Spiralling rents, evictions, and sky-high living costs are pushing more people into crisis. A frozen Local Housing Allowance. Not enough social housing. And frontline services stretched beyond capacity. Without urgent investment in prevention, more people will be forced to the streets - and kept there longer.

But at Single Homeless Project, we refuse to stand still.

Over the past year, we've rapidly mobilised new outreach teams, launched specialist women's services, and expanded Housing First. Our ability to respond quickly - and deliver real impact - means we've secured extensions and new investment across our services.

Rough Sleeping Services

Rough sleeping in London has reached its highest recorded levels in a decade, despite national investment and repeated pledges to end it.

At Single Homeless Project, we continue to lead the response - supporting people off the streets and into safe, sustainable housing.

The challenge:

- In 2024, **1,318 people** were recorded sleeping rough in a single night in London - surpassing figures from 2014, when the **Rough Sleeping Initiative (RSI)** began.
- Despite **£547 million** in RSI funding over the past three years, the ongoing cost-of-living crisis, short-term commissioning, and lack of affordable housing have left too many people at risk.

Our response:

- Our RSI-funded services supported up to **1,927 people** at any one time in 2024.
- During **Severe Weather Emergency Protocol (SWEP)** activations, we rapidly opened emergency shelters—offering immediate safety and a chance to assess needs and plan support.

Making every bed count:

- While overall bed spaces did not increase this year, we reduced our **void rate to a record low** - ensuring faster placements and that no bed went unused.

Our impact:

- **689 people** were supported into longer-term or independent housing.
- **795 people** completed a planned package of support - marking a positive step toward stability and recovery.

Private Rented Sector: Increasing our capacity to move people on from Temporary Accommodation and Clearing House tenancies by procuring high-quality units in the private rented sector

In 2024, Single Homeless Project continued to strengthen our work in tackling homelessness by expanding access to the private rented sector (PRS) - a vital route out of homelessness for many of the people we support, given the chronic shortage of social housing.

We have built on our established partnerships with private landlords and agents to ensure our clients can access secure, quality accommodation with support tailored to their needs.

Key milestones and achievements:

Sustained tenancies:
Our GLA-commissioned Tenancy Sustainment Team (TST) recorded a 95% PRS tenancy sustainment rate after 12 months for clients supported into private rented accommodation.

Culturally responsive services:
We developed specialist provision in partnership with the Roma Rough Sleepers Team, supporting Roma and Romani individuals who were experiencing homelessness to access housing and culturally appropriate support.

Maximising financial stability:
All clients supported into PRS accommodation received dedicated income maximisation support - ensuring they could maintain their tenancies and improve long-term financial wellbeing.

Driving systems change:
We joined the Homeless Link-led PRS Steering Committee, collaborating with partners to shape sector understanding of how to improve access to safe, suitable PRS accommodation and share best practice across the sector.

Expanded PRS access:
In 2024, we successfully supported 203 individuals into PRS accommodation, with ongoing tenancy sustainment support to 572 people to ensure positive long-term outcomes.

Women experiencing homelessness

Shining a Light on Hidden Homelessness: The Women's Rough Sleeping Census

In 2024, Single Homeless Project continued to lead groundbreaking work alongside Solace in delivering the *Women's Rough Sleeping Census* - helping to expose and challenge the systemic undercounting of women experiencing rough sleeping across England.

Key milestones:

- **National report launch:** In May 2024, we published the national census report, revealing that there may be up to nine times as many women sleeping rough as shown in official government data.
    - The findings highlighted how the ways and places women sleep rough often fall outside government definitions - leaving them invisible to services and unsupported.
- **Expanded 2024 Census delivery:**
    - In September 2024, the census grew from 41 to **88 local authorities** across England.
    - 1,014 women experiencing rough sleeping completed surveys - compared to just 680 women identified in the government's national snapshot count across 296 districts.
    - In Leeds, 66 women were identified via the census (vs. 6 in official counts); in Greater Manchester, 180 women were identified (vs. 17).
    - Almost **50% of women** surveyed were not accessing support from a homelessness organisation, and **77%** were not in contact with council housing services - evidence that women are falling through critical gaps in the system.
- **Highlighting systemic failures:**
    - Nearly **40% of women** had been in homelessness accommodation just prior to returning to rough sleeping - showing that current accommodation offers are often unsuitable or unsustainable for women.

Real-world impact:
The census isn't just revealing the gaps -it's driving real change across the country. Examples include:

- Four new women's accommodation services and four new women's drop-ins.
- Creation of specialist support roles, gender-informed commissioning practices, and new outreach protocols in more than ten boroughs.
- Gender-informed amendments to KPIs, service reviews by women with lived experience, and stronger cross-sector collaboration.
- Recent examples like Tower Hamlets and Camden's SHAP's-funded Housing First services now include ringfenced provision for women—without requiring CHAIN verification.

As one outreach manager put it:
"*We had to make such a concerted effort to change practice to reach women during the census week that it really highlighted we are not meeting the needs of women all year round.*"

Looking ahead:
The Women's Rough Sleeping Census is building unstoppable momentum - fuelling better data, stronger services, and louder advocacy for women who have been overlooked for far too long. At Single Homeless Project, we're proud to be at the heart of this movement for change.

Building a New Model: Housing First for Couples Experiencing Homelessness and Domestic Abuse

"I think it would have helped if they would have worked with us together, but also separately – it was the way they dealt with us, that made me keep running back to him, and him keep running back to me, because we could never both get housed at the same time." **- Survivor participant in study**

At the end of 2023, Single Homeless Project and Solace secured £10,000 from Commonweal's *Call for New Ideas* fund to tackle a critical gap in homelessness services: support for couples where domestic abuse is present and the survivor still wishes to stay with their partner.

Working with independent researchers, we spent a year investigating whether a *Housing First for Couples* service could offer a safe, sustainable model - and, crucially, achieve positive outcomes for both partners.

Through research and consultation with survivor participants, we developed and evaluated a new operating model, rooted in lived experience and frontline expertise. From this, we shaped a set of draft principles to guide future delivery.

Why this matters:

- There's no current dataset tracking homeless couples affected by domestic abuse - making this study the first of its kind.
- Our survey (covering 19 London boroughs) found 167 couples slept rough in the last year - and domestic abuse was known or suspected in up to 73% of cases.
- Practitioners across London agree: this gap in provision puts survivors at high risk and carries huge human and financial costs.

In March 2025, we launched the study's findings and we're already putting the work into action: Single Homeless Project has secured funding to launch a new Housing First for Couples service in Camden, starting April 2025.

This is a bold step forward - and with our partners and supporters, we're determined to lead the way in keeping survivors safer, saving lives, strengthening services, and challenging the systems that leave people behind.

Strengthening Our Response to Domestic Abuse: DAHA Accreditation Journey

At Single Homeless Project, we're proud to be building a stronger, safer future for people affected by domestic abuse. In 2023 and 2024, we worked towards accreditation from the **Domestic Abuse Housing Alliance (DAHA)** - the UK's leading framework for best practice in housing and domestic abuse services.

It's been a challenging but transformative journey. After passing all 'desk-top' evidence standards, our site visits, interviews, and case audits earned strong praise from DAHA assessors - highlighting our progress, our people, and our commitment. Although case work audits will be repeated in April 2025 to strengthen our evidence base even further, assessors made it clear: our direction of travel is powerful, and the impact is real.

Key achievements:

- **Created a network of Domestic Abuse Partnership Leads** across Single Homeless Project, building specialist knowledge and peer support across teams.
- **Listened to our staff:** An all-staff survey revealed 40% had lived experience of domestic abuse—shaping the creation of a new standalone policy to better support our people.
- **Launched a new Domestic Abuse Organisational Lead role**, driving our DAHA work forward at every level.
- **Improved our client policy and procedures**, with new approaches now rated 'excellent' by DAHA assessors.
- **Amplified survivor voices** through projects like a short film voiced by women with lived experience—leading to national media coverage, including a front page of *The Mirror*.
- **Strengthened training and support** across the organisation, from induction through to specialist courses on working with survivors and perpetrators.
- **Made spaces safer**, developing a trauma-informed checklist to review the safety and suitability of our accommodation through a survivor's lens.

- **Committed for the long term:** We secured CEO and Board approval for a three-year DAHA sustainability plan, ensuring our work continues to grow.

What's next?
We're not standing still. With renewed training, deeper partnerships, and stronger casework, we're determined to reach full DAHA accreditation in 2025 - and continue to lead the way in providing safe, compassionate, and effective support for survivors of domestic abuse.

Making healthcare accessible for our clients

Embedding Healthcare Across Our Services

At Single Homeless Project, we believe health is central to recovery and independence. Over the past year, we've deepened our commitment to embedding healthcare across everything we do - supporting people to access the care they need, when they need it, and on their own terms.

In 2024/25:

- We embedded **eight dedicated Health Leads** across our complex needs' services, TST North, and within Newham Hospital.
- We now deliver health-focused initiatives across **17 London boroughs**, with support that reaches beyond crisis to prevention, early intervention, and long-term health management.

From in-reach to whole-system change:

- Our work began with in-reach NHS clinics in hostels, but has since evolved into a proactive, holistic health strategy.
- In the last year, we expanded partnerships with community health providers and delivered specialist screening and training in areas including cancer, diabetes, cardiovascular and lung health, and menstrual wellbeing - including menopause.

Our impact:

- Mass health screenings, foot care clinics, respiratory support and client-facing education have all helped reduce preventable illness and reliance on emergency services.
- We've seen stronger relationships between clients and primary care services, thanks to consistent, trauma-informed support.

Driving system reform:

- We've strengthened strategic partnerships with local NHS Trusts and ICBs, championing inclusive healthcare planning that reflects the realities of homelessness.
- We've worked directly with hospitals to tackle systemic barriers—from A&E access to discharge protocols and data-sharing.
- We facilitated focus groups between residents and health professionals, and proudly saw our clients feature in NHS campaigns - humanising services and making them more accessible for all.

Looking ahead:
We're continuing to grow our health navigation work and are developing new approaches to meet the specific health and care needs of women - ensuring no one is left behind.

Responding to the Synthetic Opioid Crisis

The rise of synthetic opioids like fentanyl and nitazenes in the UK drug market is creating a public health crisis—and the people we support at Single Homeless Project are on the frontlines.

Since June 2023, more than 400 deaths (and many more overdoses) have been linked to nitazenes—likely an underestimate due to gaps in forensic reporting. These potent synthetic opioids have been detected not just in heroin, but also crack, synthetic cannabis (spice), street pills, and vapes—posing an extreme and unpredictable threat.

In our services, we've seen a stark rise in overdoses, drug-related hospital admissions, and suspected drug-related deaths. We know this crisis demands urgent, coordinated action—and that's exactly what we're delivering.

Our response includes:

- **Rapid access to treatment:** Fast-track, same-day opioid substitute prescribing, with options like Buvidal explored for clients struggling with daily methadone adherence.

- **Harm reduction at every touchpoint:** Harm minimisation information leaflets, peer-led sessions, and wider distribution of naloxone kits (nasal sprays and injections) across all services.
- **Training and preparedness:** First Aid and naloxone training sessions for staff, residents, and community members; mandatory naloxone e-learning for all staff; and welfare checks on every shift.
- **Better data, better action:** Enhanced overdose reporting through our incident forms, linking clients directly to named substance use workers, and closer collaboration with local pharmacies to support treatment retention.
- **Community-led innovation:** Working closely with Public Health teams, outreach services, and peer mentors to stay ahead of new risks—and responding fast when new threats emerge.

In January 2024, we helped set up Islington's new *Substance Use Community of Practice* - bringing together senior practitioners, commissioners, and key partners to share intelligence and coordinate action. Following a sharp spike in overdoses in March 2025, we helped convene a borough-wide Public Health Strategy meeting, ensuring a joined-up response across the council, community safety teams, substance use services, and housing providers. We're also proud that residents from our services, like Milton House, are contributing their experiences to Homeless Link's research into carrying and using naloxone—helping to shape future harm reduction strategies across Islington.

Looking ahead:
The rise of synthetic opioids represents a new chapter in drug use across the UK. At Single Homeless Project, we're determined to lead the way in protecting the people we support - through faster treatment, better education, stronger partnerships, and relentless focus on harm reduction.

Building Community Wealth and Cohesion in Islington

We believe support services should create more than safety - they should create opportunity, belonging, and pride. That's why we're committed to making sure our work in Islington strengthens local communities and helps people build better futures.

Key achievements:
- **Joining the Health & Social Care Academy:** We've requested to join the NCL Health & Social Care Academy in 2025 - raising our profile with local jobseekers across the voluntary and statutory sectors in Islington.
- **Partnering with Islington Council's I-Work Scheme:** We've teamed up with I-Work to advertise all Islington job vacancies directly to local residents - and to offer 10-week *Get Set for Work* placements to help people gain skills, knowledge, and confidence.
- **Prioritising local businesses:** We actively choose local suppliers for staff events, community meetings, and resident activities - keeping money in the borough and strengthening local networks.
- **Empowering people with lived experience:** Our Peer Mentor Programme supports Islington residents to gain structured training, supervision, and hands-on experience. Today, four local Peer Mentors are on the path to paid employment.
- **Bringing the community together:** At this year's Streets Fest in Finsbury Park, we showcased the best of Single Homeless Project in action - from delicious vegan brownies prepared by our Comeback Kitchen team to sports sessions, art activities, and peer mentor support. Events like Streets Fest aren't just celebrations—they're powerful steps towards social inclusion, community building, and recovery.

Looking ahead:
By creating real pathways to opportunity and deepening community connections, we're showing that homelessness is not the end of the story - it's the start of something stronger. Together, we're building a future where everyone has a place to call home and the chance to thrive.

Team Around Me: Transforming Multi-Agency Support for People Facing Multiple Disadvantage

We know that complex problems demand collaborative solutions. That's why we're proud to see *Team Around Me* (TAM) - our person-centred, multi-agency approach - continue to grow as a best practice model for supporting people facing multiple disadvantage.

Despite limited capacity this year, we've made major strides in expanding TAM's reach and impact:

Key achievements:

- **A core priority in Camden:** TAM was named one of five key pillars of Camden's Homelessness System Transformation in 2023.
- **Driving system change:** In partnership with Camden Council, we developed a form to capture real-time system barriers identified in TAM meetings. This data, launched in January 2025, will inform future commissioning and practice change.
- **Training future leaders:** A TAM 'champions' programme is rolling out across Camden services, alongside a "train the trainer" programme to embed TAM within substance use teams.
- **Strengthening resources:** We launched a TAM resources pack—tailored for commissioners, practitioners, and people with lived experience.
- **National recognition:** We presented the TAM model at the national *Making Every Adult Matter (MEAM)* summit, sparking interest from organisations across the UK.
- **Expanding across boroughs:** We've been working closely with Westminster's Changing Futures programme to plan a full roll-out of TAM in 2025.
- **Growing beyond London:** Areas like Hertfordshire and Southend have already adopted TAM, and others—including Essex, Gloucestershire, Plymouth, and Herefordshire—are in active discussions to bring the model to their services.

Looking ahead:
TAM is proving that when services work *with* people, not *around* them, better futures are possible. We're committed to embedding this approach even further—and leading the way in creating more joined-up, compassionate systems of support.

Psychological Services and Mental Health Care: Building Hope, Resilience, and Healing

Our teams provide vital spaces for clients and staff to heal, reflect, and grow - especially when public mental health services often exclude those facing multiple disadvantages.

Our services increasingly support a younger demographic with complex and often unmet physical health needs - a trend reflected across Single Homeless Project's wider client groups.

Key achievements in 2024/25:

- Our mental health accommodation services supported **nearly 200 people** - providing not just a place to live, but a foundation for stability, recovery, and personal growth. **98%** of clients maintained their tenancy. **95%** avoided hospital admission - thanks to consistent support with medication, treatment plans, and everyday life skills.
- **1,107 counselling and mental health sessions** delivered to **132 young people and adults** across our services. **90% of young people** reported positive benefits from therapy (adult outcomes pending final confirmation).
- Our Reflective Practice Leads and external partners delivered **436 group sessions** to **32 teams**, supporting frontline workers to share, reflect, and strengthen their practice.
- Our **five Psychologically Informed Environment (PIE) practitioners** supported eight local teams - delivering trauma-informed case discussions, care planning, advocacy, service development, and post-incident support.
- In Hammersmith and Fulham, we launched a new **AQA-accredited life skills and recovery programme** - offering coaching that builds confidence and readiness for move-on. The

programme is open to residents and non-residents alike, with **41 certificates awarded** since launching in September 2024. We hope to roll the programme out across our wider mental health services—and potentially beyond.

What people are telling us:

"*Therapy has given me a space to share thoughts without judgement. I feel more able to manage my anger.*"

"*I've been able to open up about experiences I've never shared before. It's helped me think about what I want to do.*"

"*I'm happier since being in therapy. It's helped me see things differently.*"

Looking ahead:

Access to safe, skilled psychological support isn't a luxury - it's essential. At Single Homeless Project, we're committed to embedding trauma-informed practice across everything we do, helping people to rebuild not just their housing, but their hope.

Preventing homelessness: The first and most powerful step

At Single Homeless Project, we know the most effective way to tackle homelessness is to stop it before it starts.

Every eviction we prevent, every young person we support early, every tenancy we help sustain—that's a life not derailed by homelessness. And in a city where housing pressures are pushing more and more people to the edge, this work has never been more urgent.

Over the past year, we've expanded our prevention services, worked in new boroughs, and brought support directly into the places people already turn for help—GP surgeries, food banks, youth hubs and more. We're not waiting for crisis to come to us. We're stepping in early, and we're walking with people through it.

This is how we change the story—before it becomes one of homelessness.

Preventing Homelessness, Protecting Futures

Our community services, working in Redbridge, Islington, and Westminster, are on the frontline of prevention, helping people stay in their homes and thrive in their communities.

Making an impact where it matters:

- In 2024/25, across our three community services, we supported **more than 1,600 people** to maintain their tenancies and live independently.
- Demand is rising, not falling - with rising referrals across all three boroughs. Despite uncertainty around future commissioning, the need for these services has never been clearer.

How we make a difference:
Many of the people we support face major challenges—debt, rent arrears, poor physical and mental health, and few support networks. The stability of settled accommodation, combined with tailored support, gives people a platform to rebuild. Through careful, client-led work, we help people identify their goals, strengthen their resilience, and move towards lasting independence.

The impact is life-changing:

- Preventing eviction and homelessness, and the trauma that comes with it.
- Reducing pressure and costs for local authorities by avoiding crisis interventions.
- Empowering people to build stronger, healthier, more connected lives.

Looking ahead:
Investing in prevention isn't just compassionate—it's smart. We're committed to growing and strengthening our prevention work, and showing that with the right support, every person has the potential to build a better future.

Sustaining Tenancies, Changing Lives: The Power of Person-Centred Support in Westminster

At Westminster Floating Support, we work with determination, empathy and purpose—**because no two journeys are the same, and every individual deserves to be met with care that reflects that**. Across all our services, we take a person-centred, trauma-informed approach that recognises the strength and resilience behind each story.

We've been delivering the Westminster Floating Support Service since 2011 (expanded in 2018), and we're proud to say it's now been extended until September 2026. That means more time to walk alongside people—**and more opportunities to prevent homelessness for good.**

The other services that sit under the Westminster Support Services include the Assertive Outreach Service, Changing Futures Service and Private Letting Service which includes supporting those via the Rough Sleeping Accommodation Pathway and Accommodation for Ex-Offenders.

Here's the impact of our work in action:

- Out of 700 people supported by our main Floating Support service in 2024/25, **only one** lost their tenancy due to abandonment.
- **Zero evictions.** 699 individuals remain housed—because **when support works, stability follows.**
- In the Rough Sleepers Accommodation Programme, **all 10 tenancies have been sustained**—and every client is being supported to move forward into permanent homes.

This isn't just service delivery—it's **commitment, consistency, and belief in what's possible**.

Because when we lead with trust, walk at someone's pace, and stand by them through every step, **we don't just prevent homelessness—we end it.**

Tenancy Sustainment Team: Strengthening Stability and Support

Our Tenancy Sustainment Team, funded by the Greater London Authority continues to deliver strong outcomes—supporting people to stay housed, stay healthy, and move forward.

Embedding health into housing support:

- In 2024, we launched a new health support function, beginning with a full review of client health needs.
- This led to targeted staff training and new partnerships—helping clients access the right healthcare at the right time.
- Early signs show increased staff confidence and stronger healthcare engagement.

Improving service delivery from day one:

- A new **Welcome Team** now leads on referrals, assessments, and tenancy set-up—improving consistency and capturing better data from the outset.
- The model has boosted staffing capacity and is already proving successful.

Move-on challenges—and our continued advocacy:

- While more tenants are successfully moving on each year, access to safe, affordable housing remains a major barrier—especially for those in **Clearing House** tenancies.
- Many clients are understandably hesitant to give up secure social housing for unstable, costly private tenancies.
- We continue to push for a **person-centred approach**: supporting long-term tenancy sustainment where needed, while helping others move on when the time is right.

Expanding support through smarter investment:

- By reshaping services and reinvesting underspend, we've added **five new roles**, reducing client-to-staff ratios from **1:35 to 1:26**.
- This enables us to provide more intensive support for those with complex needs, while still offering lighter-touch help to clients thriving in their tenancies.

Young people

Continuing to deliver services with a difference

The real impact of our work can't always be captured in numbers. It lives in the quality of support we offer, the powerful relationships we build, the determination of the young people we work with and the lasting changes they go on to achieve long after they've moved on. That's where the magic happens.

Every young person who comes through our doors is a reminder of why we're here. The need is real—and growing. Our services don't just provide a roof—they create the space for young people to heal, grow and rewrite their stories. We're here for the long haul, standing beside them as they transform their futures, no matter how tough the start.

Helping young people move forward

Our role as a trusted coach and advocate has never been more crucial. Over the past two years, we've continued to see steady levels in the total number of young people we've worked with. In the past year we worked with a total number of 587 diverse young people, all of which in some way has influenced service development and restructure.

Last year, 264 young people moved on from our accommodation and floating support services. Nearly half (46%) progressed into other supported housing through local authority pathways - proof that our services are a vital launchpad for the next stage in their journey.

Creating Communities, Developing Skills for Life

Year after year, our services continue to foster strong, supportive communities where young people can connect, grow, and thrive. Through tailored opportunities and experiences, we help them build confidence, explore their identities, and gain skills for life—opening doors to education and employment along the way.

Much of this is delivered in-house by our dedicated Youth Opportunities Coordinators and frontline staff, with young people themselves often stepping up to co-facilitate.

The case studies below show just how varied young people's journeys can be—and how vital these programmes are in helping them unlock their potential.

Hope restored

When we took over one of our supported housing services in 2019, we met Sarah—a young person living with complex hoarding behaviours and stuck in a tenancy that made it difficult to move her into the higher support she needed. Rather than follow formal eviction routes, we worked with Sarah to reframe the move as a step forward, not a setback.

Building trust quickly was key. Our team made deliberate efforts to connect, establishing a bond using mindful, trauma-informed language and engaging her through her interests. Over time, Sarah found new purpose—crocheting, baking, creating art—and her mental health and self-care began to improve. She even started leading cooking sessions for other young people, sharing her favourite recipes.

As Sarah approached the end of her time in young people's services, options were limited—but she kept going. And it paid off. Sarah secured a place through Housing First and, for the first time, she feels hopeful about her future.

A home and a job

Shane had his sights set on employment from the start. With support from staff, he built a strong CV, completed a course, and landed his first job as a barista. He was eager to keep progressing—but the challenge of balancing work with high supported accommodation costs quickly became clear.

As rent arrears grew, Shane didn't give up. He worked closely with staff to manage his debt, secure grants and Discretionary Housing Payments, and made consistent contributions from his

wages. Thanks to his determination—and some key support—he was awarded a significant payment that helped clear much of the debt.

Shane has since moved into his own flat and continues to stick to his repayment plan. His story shows what's possible when young people are supported to build independence—even when the system makes it harder than it should be.

Looking ahead, we're committed to tackling rent arrears as a barrier to work, improving financial education, and working with partners to unlock the right support at the right time.

Ofsted Registration

We achieved Ofsted Registration in June. This marked a key milestone for us to be able to continue to deliver Supported Accommodation Services for 16–17-year-old Looked After Children and care leavers. Whilst only a small proportion of our young people fit into this cohort, it means that our work in the Spot Purchase market can continue to grow.

Adding value and impact to our contracted work

Opening Doors to Connection, Growth, and Opportunity

Our Achieving Potential Programme isn't just about activities - it's about belonging, discovery, and transformation. Our seven different projects create spaces where people can reconnect with themselves, build confidence, and take steps toward the future they want.

Through **social engagement, creativity, and community**, we help people stay active, connect with others, and explore mainstream arts and cultural opportunities. And for those ready to take the next step, we open the door to **education, training, and employment** - on their terms, at their pace.

We meet people where they are. Whether it's on-site at our services or out in the community with our partners, we offer choice and progression - ensuring that every person can engage in a way that feels right for them. 2,000 of our clients have accessed our projects over the past year.

Because **opportunity isn't just about what's possible - it's about what's next.** And we're here to make that next step happen.

Education, training and employment

A safe place to live is just the start - **true independence comes with opportunity.** That's why we provide our clients with **multiple pathways into education, training, volunteering, and employment** - empowering them to take control of their future.

For many, this is the **crucial step in breaking the cycle of homelessness for good.** We know that one size doesn't fit all, so we offer **choice, flexibility, and real opportunities** for those ready to take that next step.

Because **everyone deserves the chance to learn, grow, and build a future on their own terms - and we're here to make that happen.**

Highlights from this past year:

- This team now receives well over 50 referrals each quarter - an increase of 1,900% from when the project started five years ago.
- Supported over 300 clients to enter sustainable employment
- Supported 750 clients to complete accredited education and training courses
- Our in-work support service means that over 75% of those entering employment remained in work for the full contract length or for over six months
- Helped over 500 clients with £12k worth of micro-grants for things like ID, equipment, clothing, travel costs and IT equipment
- Achieved over 300 AQA Awards in the past 12 months, an increase of 28% from last year
- Strong partnerships to enhance our services: Linklaters regularly deliver career advice sessions, equipping individuals with essential guidance for their professional journeys. LinkedIn co-facilitate our digital skills training, ensuring participants gain crucial knowledge. Vodafone provided us with 130 sim cards for clients. The Good Things Foundation gave us 50 reconditioned laptops.

"Thank you for believing in me and encouraging me to try something new. I finally completed the Theology course and got 92%. Thank you so much for facilitating this achievement."

Peer mentoring

We believe lived experience changes lives. Last year, **40 clients graduated** from our accredited Peer Mentoring programme - using their own journeys to support others and strengthen recovery across our services.

To widen access, we also launched a new *Introduction to Peer Mentoring* session - opening the door for more clients to explore volunteering, even if they're not yet ready for full training.

This year:

- Peer Mentors supported clients 1:1 and through group programmes.
- **Four mentors** progressed into full-time paid work.
- Peers led workshops on **cuckooing awareness** and **synthetic opioid risks and** worked with the Metropolitan Police to strengthen understanding of homelessness and addiction.

Comeback Kitchen

Working from a state-of-the-art commercial kitchen, we engage clients through cooking sessions using surplus food donated by partners like The Felix Project - turning surplus into opportunity.

Key highlights:

- Every fortnight, participants build skills and confidence while creating healthy food parcels for our clients and local charities across Waltham Forest.
- Our core six-week catering course continues to thrive, covering everything from food preparation to stock control.
- The project opens real pathways into further training, volunteering, and employment in the catering industry.

ArtHouse: Creativity, Confidence and Community

We believe creativity can spark powerful change. Through our *ArtHouse* programme, we're helping people rebuild confidence, strengthen wellbeing, and find new ways to connect—with themselves, with each other, and with the wider world.

Key achievements in 2024/25:

- **110 creative sessions** delivered, engaging over **100 participants**.
- A huge variety of 6–8-week creative courses, from *Introduction to Drama* and *Creative Make-Up* to *Sculpture*, *Screen-printing for Fashion*, and our *Special Delivery* mural project co-produced with the British Museum.
- Participants could achieve **AQA qualifications** in three courses - building skills and confidence.
- **100%** of participants said ArtHouse positively impacted their mental health; **88%** said it improved their confidence working with others; and **94%** said it boosted their creative self-expression.

Bringing creativity into the community:

- Weekly *Tate and Create* art groups at Tate Modern.
- Intro sessions with partners like Cardboard Citizens Theatre Company.
- Trips to world-class creative venues including the National Theatre, Young Vic, Tate Galleries and British Museum.
- Our annual *ArtHouse Exhibition* at Greenwich University Galleries showcased artwork from over **50 service users** - celebrating diverse mediums and voices around themes like *Identity* and *Climate*.

Supporting the next generation:

- Paid six-month placements for two young people, Ellie and Brad, who helped design and deliver the programme - and presented our exhibition launch.
- Ongoing support from incredible Peer Mentors helping deliver workshops and sessions.

Growing our creative partnerships:

We continued to build vital links with organisations like the Tate Modern, Young Vic, Cardboard Citizens, and National Youth Theatre - offering participants supported bridges into the wider creative community. Our special partnership with Tate Modern - providing free weekly workshop space - has been confirmed until at least August 2025.

Looking ahead:

Our 2025 *ArtHouse* exhibition will run from **October 9th to October 31st** at the *Stephen Lawrence*

Gallery at University of Greenwich. It will be our fourth annual public celebration of the creativity, resilience, and spirit of the people we support.

"*All week I'm thinking, it's okay, I have art at Tate & Create on Thursday.*"
—ArtHouse participant

The Sports Project: Building Confidence Through Activity

Sport isn't just about fitness - it's about confidence, community, and building a better future.

Key achievements in 2024/25:

- **80% increase** in client participation compared to last year, with more daily sports and activity sessions than ever before.
- Over **12 different types** of sport and physical activity now delivered every week - designed around what clients want to access and enjoy.
- Three new team members joined, bringing fresh energy and helping build trust and engagement across services.

Innovative projects and partnerships:

- Thanks to TfL funding, we launched a **cycling project** for clients with mental health needs - offering bike mechanic workshops, donated bikes, and confidence-building group rides.
- Our football programme has flourished, growing from 4 players to over 30 - and now competing in community tournaments in their own donated team kit.
- Our climbing trips helped young people across Greenwich, Lewisham, and Lambeth conquer new challenges - one young person proudly said, "*I didn't think I'd get to the top of any at all!*"
- We collaborated with organisations like **Solace** and **The Passage** to extend opportunities into yoga, table tennis, and other group activities.

Strengthening our community:

- Our weekly community table tennis sessions continue to grow in reach and popularity.
- We're developing a new steering group to bring more partners into the programme - adding value, insight, and new ideas for the future.

Celebrating achievement together:

- Our annual Sports Day brought **146 clients** together for a day packed with activity, energy, and community spirit - even the rain couldn't dampen the fun!
- Looking ahead, we're planning our first-ever *Young People's Football Festival* - bringing together young players from across services to celebrate teamwork and sport.

"*I have felt extremely supported by the team. They have helped me achieve my goals of being more physically active. The kindest and most understanding support I could ever ask for.*"
— Single Homeless Project client

SoundHouse: Building Community Through Music

Through *SoundHouse*, we're giving clients the space, tools, and support to create, perform, and find their voice.

Key achievements in 2024/25:

- **124 clients** engaged across **105 music sessions** - from jam sessions to studio production workshops.
- Our client band, *Recovery Business*, continues to thrive - alongside a growing number of new participants joining the group.
- Our music studios in Lewisham and Westminster stayed active, supporting young people to learn beat-making, recording, and production skills with the help of specialist freelancers.

Securing the future:

- Thanks to a grant from **Universal Music**, we secured vital funding for staffing, live gigs, studio access, and the ongoing delivery of SoundHouse workshops.

Strengthening community connections:

- We deepened our partnerships with **The Roundhouse** and the **Joe Strummer Foundation** - opening new pathways to live performance and creative development for artists with lived experience of homelessness.

"*I'm so much more confident now. I really appreciate the vibes and how friendly everyone is.*"
— SoundHouse participant

Looking ahead:
At SoundHouse, every beat created and every lyric written is a step towards rebuilding confidence, forging community, and telling new stories—loud and proud.

GreenHouse: Growing Confidence and Connection Through Nature

Green spaces can offer powerful spaces for healing, reflection, and growth. Through *GreenHouse*, we gave clients the opportunity to reconnect - with nature, with others, and with themselves.

Key achievements in 2024/25:

- **95 participants** took part in weekly sessions across our gardens, allotments in Waltham Forest, and public green spaces.
- Clients learned new skills, got active, developed gardens of their own, and accessed community spaces they might not usually have explored.
- Our *Wilderness Sessions* brought supported accommodation gardens to life - building fire pits, filling bird feeders, and creating safe spaces for open circle discussions.
- The *Exploring-Self-in-Nature* courses, developed with The Bridge and Bankside Open Spaces Trust, blended arts psychotherapy, eco-psychology, and lived experience to offer a deeper journey of personal growth.
- We ran group trips to places like Kew Gardens and Organic Lea - offering quiet, therapeutic moments for connection, contemplation, and joy.

GreenHouse participant shared:
"*I wouldn't have imagined myself doing something like this - filling a bird feeder, watching the squirrels. It helped me have something different to do to challenge my cycles of addiction.*"

Looking ahead:
While GreenHouse will be paused next year due to funding challenges, its impact lives on.
The skills, confidence, and moments of peace it sparked have taken root - and they will continue to grow in the lives of those it touched.

Our fundraising

In 2024/2025, we secured £1,945,028 income from a wide range of Trusts, Foundations, corporate partners, individual supporters, and high-value donors. Despite a challenging year caused by the cost-of-living crisis negatively affecting our supporters and donors, and the significant competition for corporate partnerships and Trusts and Foundations grants we achieved well above our forecasted annual income which has supported the aim of growing and expanding programmes that are vital for our clients to break the cycle of homelessness.

Breakdown of funds secured:

1. Trusts and Foundations – £521,234

2. Corporate donations – £608,919

3. Events – £197,362

4. Individual Donations – £579,571

5. Volunteering - £37,942

We are proud to highlight some of our important funding partnerships and fundraising moments below:

Addressing the unmet needs of our clients

The Health and Therapies Programmes are solely funded through Trusts, Foundations and voluntary income. The growth, reach and increased impact of the programme wouldn't be possible without the support and funding provided by: Wells Fargo Bank, Compass Wellbeing.

The Achieving Potential programme is fully funded through Trusts, Foundations, corporate grants and donations. The increased impact and growth of the programme wouldn't be possible without the funding from: Qsix, Blackrock Gives, Linklaters, Westminster Community Homes, Universal Music, National Lottery Reaching Communities Fund, Joe Strummer Fund, JTI, BUPA, London Marathon Events, London Housing Foundation, NFL Foundation, TfL Walking and Cycling Grants, Islington United Charities, Cash4Clubs, Chapman Trust, Capita, Sainsbury's, The Caerlow Trust, London Cycling Campaign, City Bridge Trust,

The programme gives our clients a helping hand in starting their employability journey.

Emergency Grants

Thanks to the ongoing support from our individual donors, we distributed over 1100 emergency grants to clients who lacked necessities such as photo IDs, clothing, mobile phones, food and energy vouchers and move-on packs which enabled our clients to furnish their new homes. Our ongoing partnerships with the Society for the Relief of Distress, Westminster Almhouses and Cripplegate Foundation also enabled us to access further support for our clients, providing grants for immediate support as well as support their employability journeys.

Our corporate partners

In 2024/25, we have been privileged to sustain most of our existing corporate partnerships and extended several of them longer than initially anticipated. Our partners are invaluable to Single Homeless Project and our clients by supporting with financial donations, fundraisers, volunteering, and These include Workspace, The Value Engineers, 2CV, Qsix, LinkedIn, CAMA, The Brewery, JTI, Shaftesbury Capital, Carlyle, CFC Underwriters, Edmonds Elder, Foxtons, Frontiers, Mondrian, OSTTRA, Pact Coffee, POD Management, Linklaters, Arnold & Porter, Shoosmiths, and Teacher Stern. We also added to our network of businesses supporting our work with Diploma PLC, LightRock, Slaughter and May, Universal Music, Aesop, Bouygues, Capita, Dentons, Derwent London, Gratte

Brothers, Greenzone Cleaning and Support Services, Latham & Watkins, Lovell, MGAC, Overbury, Pearson Ham, Uber, Wells Fargo Bank, Westminster Community Homes, Willmott Dixon, and Warner Bros Discovery.

Appeals and events

Annual Christmas appeal - Our 2024 Christmas appeal raised £704,478 of unrestricted funds which was a 77% increase in comparison with the previous year. The funds raised has helped us support more clients into independence and to provide:

- Christmas dinner funding for clients staying at our accommodation services
- Gifts and Christmas vouchers for the clients in our hostels
- Food vouchers for the most in need supported by our Floating Support services
- Dog gifts
- Decorations to 100 hostels and 400 volunteers to support the activities

Challenge events

In 2024-2025, we saw 557 individuals taking part in sky dives, half marathons and the London Marathon raising £197,362. A particular highlight was the Hackney Half Marathon where 250 people decided to choose Single Homeless Project as their charity to run and raise vital funds to help end homelessness in London. We also took part in the London Marathon, London Landmarks, Tough Mudder, Royal Parks Half Marathon, Big Half, London 10k and Santa Run.

Volunteering and non-cash donations

In 2024-2025, we received support from 878 volunteers who helped us deliver ongoing activities for the clients, spruce-up our hostels and green spaces, help with our cooking programme, engage in skills-based volunteering, and support our colleagues in preparing Christmas parties and dinners for the people who we support. We are incredibly grateful for the support we received from a wide range of companies, foundations, trusts, groups and individuals who provided us with one-off donations, or long-term support towards our work.

Fundraising Regulator

Single Homeless Project is registered with the Fundraising Regulator and works in a way that demonstrates our commitment to good fundraising practice. Our charity follows all requirements set out in the Code of Fundraising practice, including those which relate to interactions with vulnerable individuals. We did not receive any complaints this year that relate to our fundraising activities. Our adherence to the Code of Fundraising Practice sets out the main ways we ensure that we protect vulnerable people and members of the public from unreasonable or unwanted behaviour. Furthermore, we don’t use professional fundraisers or commercial participators, and no third parties undertake fundraising on our behalf.

The Fundraising Team members attended Safeguarding Adults and Safeguarding Children and Young People obligatory training. Our supporter and donor data is GDPR compliant and all the consent options and privacy statements are regularly reviewed.

Our influencing

Last year we focussed our influencing in two areas. We called for:

- Urgent Government leadership and action to end women's rough sleeping
- The Government to unfreeze the Local Housing Allowance immediately, linking it annually to local property rental rates, and increase the benefit cap accordingly so that low-income private renters get the full support they need.

By using our insight and expertise and listening carefully to our clients, we are acting as a voice for change, particularly on matters that impact homelessness in London.

Influencing systemic change: The Women's Rough Sleeping Census

We're proud to lead the national conversation on women's rough sleeping - shaping policy, building partnerships, and amplifying women's voices. We're bringing about widespread change in how women's rough sleeping is recognised and responded to.

Driving policy change:

- In response to our ministerial letters, co-signed by nearly 50 national organisations and local authorities, the new government invited us to work closely with MHCLG officials as England's homelessness strategy develops, leading to multiple meetings in early 2025.

Shaping London's future:

- We submitted a *Manifesto for Tackling Women's Rough Sleeping* to the Mayor of London's new action plan. Two of our proposals were ranked top priority by sector leaders—and we secured an ongoing collaboration with the Centre for Homelessness Impact.

Reaching national audiences:

- Our census work was covered by the *Mirror on Sunday* (front page), ITV News, *The Independent*, *Big Issue*, KISS FM, Planet radio, and more - bringing women's hidden homelessness into the spotlight.

Sharing learning and building momentum:

- We presented at major events across the UK and Europe, secured new partnerships, and raised funds to support census vouchers.
- Our work was *Highly Commended* at the UK Housing Awards and recognised by the OECD as a best practice example.

Looking ahead:

With every meeting, every headline, and every new partnership, Single Homeless Project is pushing for a future where women experiencing homelessness are finally seen, heard—and supported.

Tackling major economic drivers of homelessness in London

At Single Homeless Project, we work every day to prevent homelessness and help people move on from hostels and temporary accommodation into stable, private rented homes. But we know that without fair policies, our efforts can only go so far.

That's why, in December 2024, we raised our voice—loud and clear.

We released new analysis showing that **one Londoner is being forced into homelessness every 7.5 minutes**. This stark figure captured the escalating crisis:

- 2021: 1 person every 11 minutes
- 2022: every 10 minutes
- 2023: every 8.5 minutes
- 2024: every **7.5 minutes**

This worsening trend is no accident—one key driver is the Government's decision to freeze the Local Housing Allowance (LHA), leaving thousands of Londoners unable to cover their rent.
We called on Government to **unfreeze the LHA** and give Londoners a fair chance.

Doing so would have meant:

- Preventing rent arrears and eviction for many Londoners
- Freeing up desperately needed spaces in temporary accommodation and hostels - creating move-on options for people currently stuck

And we’re not stopping there. We’ll continue to press for the **LHA to be increased annually**, ending the uncertainty for tenants and landlords - and helping people stay in their homes, not fall through the cracks.

Our people

Everything we've achieved this year has been made possible by the incredible people who make up Single Homeless Project. Every day, every minute, they're standing alongside Londoners, delivering trauma-informed support through our unique "Our Way of Working" model.

This year, our total workforce grew to over 900 people. That includes both employees and locum staff, who provide vital cover in our services on a flexible, short-term basis. Most of this growth came from our permanent team—rising from 587 to 637 employees by the end of March 2025.
Part of that increase came from expanding our services—like growing the Welcome Team in our Tenancy Sustainment Service and launching our new service on Gray's Inn Road. But the biggest driver? People choosing to stay.

Staff turnover dropped dramatically this year. Voluntary resignations were down by 50%—a powerful sign that our people are choosing to stay and grow with us. In fact, 31 colleagues stepped into permanent promotions, and another 33 took on more senior responsibilities in temporary roles.
This improved retention is no accident. It reflects determined work across Single Homeless Project to recognise, reward, and listen to our people—more publicly, more consistently, and more meaningfully.

We started the year with the most significant pay uplift in our history. Some staff saw increases of up to 15%, thanks to service-wide role upgrades and a minimum 5% cost of living uplift for all. Colleagues on the London Living Wage received an 8.8% rise.

We made recognition a central theme at our Staff Conference in June, where over 30 long-serving colleagues were celebrated for over 10 years of dedication. Senior leaders also made time to personally thank teams across every service.

In October, our annual Equity, Diversity and Inclusion survey showed encouraging progress:

- More staff felt confident in calling out bullying and harassment.
- More saw ED&I as a real priority at Single Homeless Project.
- And most strikingly, more colleagues felt safe disclosing their neurodiversity—following the rollout of new guidance and policy support.

We also refreshed our appraisal process this year, making it simpler and more focused on what matters: recognising people's impact and supporting their growth. With support from our Data team, we've now connected appraisals with our wider supervision tools and even built in the ability to track colleague and client feedback—so development conversations link directly to the outcomes we achieve.

As we look to the future, we're proud to have involved our people in shaping the path ahead. Throughout the year, we consulted staff, managers, and clients on our 2025–2030 strategy—through briefings, newsletters, and focus groups. Their insight, experience, and perspective will shape where we go next.

Because at Single Homeless Project, we know change doesn't start at the top—it starts with the people who show up, day in and day out, and walk alongside Londoners as they grow, rebuild, and thrive.

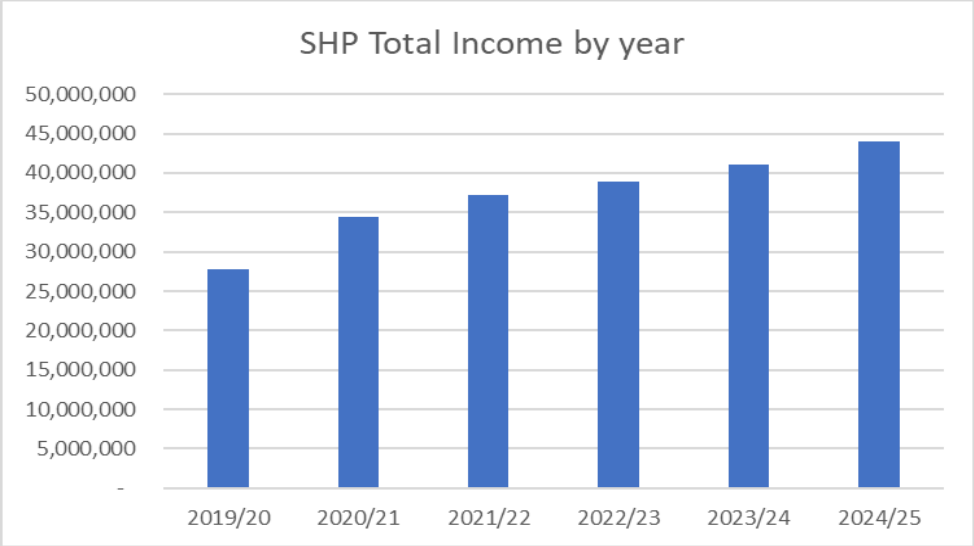
Financial review

Results for 2024/25

The results for the year are set out in Statement of Financial Activities. The assets and liabilities of the Charity at 31 March 2025 are shown in the Balance Sheet. The financial statements should be read in conjunction with their related notes.

Income

Since 2019/20, income has grown steadily from £27.83 million to £44.05 million – an increase of 58% (£16.22 million):



The growth in income has been achieved largely through the addition of contracts and increases in contract income. Annual increases are applied to rents and service charges, where rents are linked to the Government rent increase limits and service charges are set to achieve full cost recovery.

This is a positive position, and we have continued to build on this during 2024/25 and aim to continue the positive trend in future years. The result also includes the impact of an inflationary increase to staff salaries as well as the increase to the London Living Wage implemented from April 2024.

Income Breakdown – 2024/25

Income Heading	2024/25 £m	2023/24 £m	% Growth
Unrestricted Supporting People & Other Grants	£25,283	£24,292	+4%
Restricted Grants	£713	£888	-20%
Rents and Service Charges	£16,141	£14,556	+11%
Donations & Legacies	£1,232	£980	+26%
Sundry Income	£550	£266	+107%
Investment Income	£129	£72	+79%
Total	**£44,048**	**£41,053**	**+7 %**

Income Breakdown – 2024/25 (continued)

- Income from Unrestricted Supporting People and Other Grants continue to form most of Single Homeless Project's income – the 4% increase was largely due to inflation increases achieved through negotiation with Commissioners.
- Income from Restricted Grants fell as some grant programmes came to an end.
- Rents and Service charges increased due to the rent increase applied in April 2024 and increased cost recovery from service charges.
- Donations and Legacies increased significantly due the successful Christmas campaign and increased engagement with corporate donors.
- The increase in Sundry Income is primarily attributable to a higher number of clients being assisted into private rentals, which allows Single Homeless Project to recover the rent deposits.
- Investment income is the interest income received on short term deposits placed from surplus cash.

Annual Surplus

Single Homeless Project continues to deliver operational surpluses:

Year	Net Unrestricted Income £'000	Net Restricted Income £'000	Total £'000	Net Income as a % of Total Income
2019/20	£102	-£65	£37	0.13%
2020/21	£148	-£96	£52	0.15%
2021/22	£277	-£177	£100	0.27%
2022/23	£471	-£280	£191	0.49%
2023/24	£499	-£78	£420	1.02%
2024/25	£390	-£63	£327	0.74%

The overall surplus was down slightly despite the challenging inflationary environment and the pay award made in April 2024.

Single Homeless Project's aim is to continue to generate surpluses on unrestricted funds that add to reserves, ensuring funds are available to support our work with service users.

We work in a challenging environment where our performance is directly impacted by funding reductions from central government to local authorities, and the knock-on effect for organisations like Single Homeless Project. We have a continued reliance on the use of agency staff to set up urgent services or fill the gaps where recruitment or retention has been a challenge; voids due to delays in re-let works and availability of suitable referrals; and increased arrears as a result of delays in payments from local authorities. As most of our properties are owned by Registered Providers, we are required to pay rent for each bed space regardless of whether the rooms are let, or the rent is being collected or not.

We continue our journey of taking every opportunity to improve our financial performance using new technology and solutions. This includes:

- Continuing to invest in Microsoft Dynamics 365 (CRM) (started during 22/23) for organisation-wide ability to provide one main hub for the core information. This project has spanned across multiple years as the scope and functionality offered by this solution is

multifaceted with an ability to offer Single Homeless Project a chance to streamline its processes considerably.
- Bringing in-house management of locum staff to reduce on-going commission charges and improve performance and delivery to clients.
- Investing in Power-Bi reporting solution for all our corporate reports and dashboards. This has enabled organisation wide visibility and up to date information on current voids and arrears and other management or governance reports alike.
- Continued focus on improving recovery of rents and service charges and to reduce bad debt and write-offs.
- Improving procurement of suppliers and performance monitoring.
- Continuing to diversify our income sources beyond local authority contracts.
- Continuing our recruitment drive to employ permanent staff across all our services to reduce agency expenditure.

Balance Sheet

Single Homeless Project's balance sheet remains strong with current assets increasing from £9.40 million at 31 March 2024 to £10.75 million at 31 March 2025 with Single Homeless Project holding substantially more cash than the previous year.

Reserves also went up by £327k through the retained surplus for the year.

Despite the challenging environment, Single Homeless Project's financial position remains strong, with year-end reserves of £6.98m (2024: £6.65m). Of these, £1.65m are restricted (2024: £1.69m). Cash and short-term deposits amounted to £7.11m (2024: £5.13m), a vastly improved position to the previous year, the position also includes interest income of £129k during the year.

Key financial performance indicators
Single Homeless Project monitored financial performance against the following five key indicators during the year which we have met for surplus, current assets to current liabilities ratio and overheads and are working to meet the other indicators in the coming year:

Indicator	Target	2024/25	2023/24
Surplus	>£0	£327k	£420k
Current Asset: Current Liability	>1: 1	1.72: 1	1.77: 1
Overheads as a percentage of turnover	<15%	10.00%	10.87%
Staff Expenditure as a percentage of budget	<100%	100.49%	100.07%
Income vs Budget	>1%	0.20%	-0.19%

Reserves policy

The Board's policy is to designate funds for anticipated expenditure which is expected to enhance our services or is critical to ongoing services. Movements in reserves are set out in the financial statements.

Single Homeless Project is committed to working with our clients over the long term, however the income associated with our projects and key elements of our costs can be unpredictable. In the event that our activities proved loss-making, it would take time for us to re-price projects, and/or reduce costs to return to break- even. Therefore, to avoid excessive risk of Single Homeless Project's liabilities being greater than its assets and/or it being unable to pay its debts as they fall due, the Board's policy is to build a general fund of £2.5m. This represents approximately three years of cash outflow under a stressed scenario. This includes circumstances where costs may rise unexpectedly and revenue streams do not increase, or we lose contributions from contracts which are re-tendered or de-commissioned.

At the year-end, **general reserves amounted to £2.8 m (2024 - £2.5 m)**.

Having reviewed Single Homeless Project's cash flow projections for the coming year, the Board is confident that Single Homeless Project has sufficient funds to continue as a going concern, and to meet its objectives.

Capital reserve - This reserve of £1.7m reflects Single Homeless Project's investment in its building at 245 Gray's Inn Road. This is one of the principal locations from which Single Homeless Project's services are provided. The capital is therefore not readily convertible into liquid funds.

The following funds have been designated based on the Board's expectations of likely calls on Single Homeless Project's resources over and above its day-to-day operations:

- **Relocation/refurbishment -** £50k is set aside to finance the costs of modifying our offices to meet our ongoing business requirements.
- **Information technology -** £100k. This reserve has been earmarked for planned investment in our IT, Housing and HR systems.
- **Asset Investment -** this reserve has been established at £700k to help establish a property fixed asset allowing Single Homeless Project to further our objective to provide accommodation for our beneficiaries.
- **Asset cover for funds** - Note 16 sets out an analysis of the assets attributable to the various funds. These assets are sufficient to meet Single Homeless Project's obligations on a fund by fund basis.

Principal risks and uncertainties

In the year, the Trustees continued to assess the risks to which Single Homeless Project is exposed. The most significant of these remain to be:

- The loss of revenue because of funding cuts from local authorities, leading to financial instability.
    - Mitigation/control measures
        - risk spread by working across several boroughs as well as continuing to diversify income beyond local authority sources.
- Serious incidents leaving staff or clients at risk of harm or injury; serious incident or service failure leading to reputational damage.
    - Mitigation/control measures
        - Robust health and safety policies in place and mandatory training for staff
        - Regular review of incident management & recording processes; serious incident reviews and learning
        - Local and business continuity plans in place.

- Level of staff vacancies impacts on service provision for clients, and temporary staff are used at higher cost.
    - Mitigation/control measures
        - Competent, adequately resourced Recruitment Team with expert advice from advertising agency with knowledge of our sector.
        - Managed preferred supplier list of agencies to supply temporary staff; well managed locum bank of staff to provide short-term cover for vacancies.
        - Maintaining salary position in sector

We have quantified the risks by considering their probability and impact and as a result, have been able to delegate responsibility to senior staff to ensure controls are in place to manage them.

The Board recognises that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

We hold the ISO 9001 2015 Quality standard. Being able to demonstrate our management system meets these quality management requirements has enhanced our ability to systematically assess, plan, control and monitor risks.

Streamlined Energy & Carbon Reporting Disclosure

Methodology used

As a large charitable organisation, Single Homeless Project is required to report its energy use and carbon emissions in accordance with the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.

The data detailed in this table represent emissions and energy use for which we are responsible, including energy used in our offices and accommodation services. We have used the main requirements of the Greenhouse Gas Protocol Corporate Standard to calculate our emissions, along with the UK Government GHG Conversion Factors for Company Reporting 2020. Any estimates included in our totals are derived from actual data.

GHG Emissions and energy use data for the period:	Current Reporting Year (2024/25) UK & Offshore	Previous Reporting Year (2023/24) UK & Offshore	% Change Current to Last Year
Total Gross Scope 1 - Gas (tCO2e)	269.96	323.17	-16%
Total Gross Scope 2 - Electricity (tCO2e)	126.51	171.80	-26%
Total Gross Scope 3 - Grey fleet (tCO2e)	-	-	0%
Total Gross (tCO2e)	396.47	494.97	-20%
Intensity Metric (Gross Scope 1&2): tCO2e/£m turnover	9.04	12.06	-25%
Scope 1 (Mains Gas) UK Energy Consumption (kWh)	1,475,980.00	1,766,668.00	-16%
Scope 2 (Electricity) UK Energy Consumption (kWh)	611,016.00	829,663.00	-26%
Scope 3 (Grey fleet, T&D) Energy Consumption (kWh)	-	-	0%
Total UK Energy Consumption (kWh)	2,086,996.00	2,596,331.00	-20%

Energy Efficiency Activities over financial year

Single Homeless Project undertook the following energy efficiency activities during the assessment period:

- Replacing ageing devices (desktops and laptops, etc) with more energy-efficient devices
- Monitoring thermostats to ensure max 20.5 %
- Continued education of staff and tenants on how to be energy efficient

ESOS Review Summary

The Energy Savings Opportunity Scheme (ESOS) is a mandatory energy assessment scheme for large UK organisations and their corporate groups. It requires an audit of the energy used by your buildings, industrial processes and transport to identify cost-effective energy-saving measures. An assessment was undertaken at 31 March 2024 with the next one due to be undertaken in 2028. Single Homeless Project continues to push for the implementation and adoption of the recommendations from the ESOS assessment mentioned below across all of its services.

Several recommendations have been made following the report and Single Homeless Project intends to push to implement the first stage of the zero cost recommendations immediately. These include behaviour changes such as ensuring computers are switched off when not in use and improving controls by adjusting HVAC settings and reducing heating set points where possible.

Further recommendations are those with a low implementation cost and short and long term investment options. These include boiler optimisers, energy efficient lighting, heat transfer fluids, refrigeration, Solar PV, energy monitoring and smart TVR's. These options need to be considered as a wider part of Single Homeless Project's investment strategy as well as how implementation can be achieved for the sites which are not owned by Single Homeless Project, as this makes up the majority of our energy consuming buildings.

Future Plans

Trustees approved a new five-year strategy in March 2025 with four overarching aims:

Prevention, Intervention & Recovery

We're going to reach more people, earlier. That means growing our prevention services, expanding our presence in more boroughs, and making sure there's no wrong door when someone needs help. We'll go to the places people already turn to for support—and make homelessness prevention part of everyday systems.

We're also focused on people who are already in vulnerable housing—doubling our outreach team, increasing our Housing First capacity, and continuing to offer tenancy sustainment to over 1,000 people living in Clearing House accommodation each year.

Women's homelessness will be a core focus. We'll develop gender-informed services and continue to influence national and local policy so that this becomes the standard—not the exception.

We're embedding the voices of the people we support throughout everything we do. From recruitment and service design to strategy and governance, lived experience will shape our direction.

Health, Wellbeing & Opportunity

We're growing our health offer with dedicated support for women, for people in hostels, for clients in our tenancy sustainment services. We aim to develop a care team, and every client in our pathways and TST will have access to a health navigator.

We're scaling up therapy and psychological support, especially for young people.

We will build stronger partnerships with the NHS, social care and public health to build services that truly wrap around people—with fewer gaps, fewer delays, and better outcomes.

On the employment side, we'll work to secure new contracts, earn Individual Placement Support accreditation, and offer practical, personalised support that helps people not only get into work - but *stay* there and *thrive*.

For young people in our pathway services—we've set an ambitious goal: to reduce the number who are not in education, training or work by 25%.

A Voice That Drives Change

We will continue turning frontline insight into sector-wide influence, making sure the voices of our clients reach the places where decisions get made.

One area where we've already seen impact is women's homelessness. Thanks to our leadership in the Women's Rough Sleeping Census, the GLA has backed the Manifesto for Change, and we're pushing hard to get that census methodology embedded into national policy so that women's experiences stop being overlooked and start being properly supported.

We will continue influencing how services for people with co-occurring conditions are commissioned. We know that fragmented care doesn't work. So, we're proving—with evidence—that when health, social care and housing services work together, people get better outcomes.

We will evidence what works, and then fight to make sure it gets funded, embedded, and rolled out.

Strengthening Our Foundations

Over the next three years, we'll triple our fundraised income to £6 million, so we can fund life-changing programmes, deliver more support, and do it in ways that are values-led and not just contract-driven.

We're also diversifying the markets we work in - because relying on one type of funding limits our ambition. We want to grow our income, expand our impact, and reach 15,000 people annually.

We'll work towards becoming a Registered Provider, which means we can offer more homes, and access new funding routes. That's about securing more of the right kinds of accommodation for people who need it most.

We're investing in our staff - embedding career development, strengthening team stability, reducing reliance on temporary staff, and making sure every role is fully resourced and supported.

And we're using tech in smarter ways—updating our systems, improving security, and using automation and AI to free up time so people can focus on what matters most: relationships and impact.

Structure, governance and management

Governance

Single Homeless Project is a charity and a company limited by guarantee with no share capital. None of the Trustees has any beneficial interest in Single Homeless Project. All Trustees are members of the company and guarantee to contribute such amount as may be required (not exceeding £1) to its assets in the event of a winding up. All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 7 to the accounts.

Single Homeless Project's business is conducted under the framework of its governing Articles of Association.

Trustees are selected by open advertisement. In accordance with the Articles of Association, one third of the Trustees resigns by rotation each year and, if willing, stands for re-election at the September Board meeting alongside any prospective new Trustees and Trustees co-opted during the year.

During the recruitment process prospective Trustees are interviewed by Board members, meet the Chair of the Board and the Chief Executive and are briefed on Single Homeless Project's work, strategy and its governance arrangements. They are also required to visit scheme-based services and to observe at a Board meeting. Once elected or co-opted, all Board members participate in a programme of regular visits to Single Homeless Project services which enable members to meet staff and clients, to develop a more in- depth understanding of the service and some of the challenges faced and the outcomes achieved, and to provide feedback to the Board.

Organisational structure

Single Homeless Project's Board has ultimate responsibility for all aspects of Single Homeless Project's work, in particular determining strategy and direction, setting the annual budget and monitoring performance and service delivery.

- In addition to the Board, Single Homeless Project has four committees: Finance and Audit, Services, Nominations and Governance, and the newly established Fundraising and Communications Committee. In addition, the Property Committee meets on an ad hoc basis and oversees the purchase of premises or accommodation for Single Homeless Project.

- The Finance and Audit Committee is responsible for monitoring Single Homeless Project's financial performance, risk management and probity. It also oversees Single Homeless Project's pension arrangements.
- The Services Committee monitors client services and outcomes, safeguarding and client satisfaction.
- The Nominations and Governance Committee oversees the charity's governance arrangements; the approach to Board renewal and succession planning; corporate pay policy and recommends executive remuneration levels to the Board.
- The Fundraising and Communications Committee supports the development and implementation of the fundraising and communications strategies, ensuring they align with Single Homeless Project's strategies and that practices are compliant with the fundraising regulator.

The Board delegates day-to-day running of the organisation to a qualified, salaried senior management team led by the Chief Executive with membership including the Director of Services and Deputy Chief Executive, Director of Finance, IT and Facilities, Director of Human Resources and Organisational Development and Director of Business Development and Fundraising.

In January 2025, following Board review and approval, Single Homeless Project updated its Equity, Diversity and Inclusion Policy and published the new version. The policy among other provisions, makes clear Single Homeless Project's approach to the employment, support and development of people with disabilities, including: building an inclusive culture where all staff feel valued and empowered; understanding the connection between our charitable purpose of promoting inclusion for our clients and being an inclusive employer; interviewing all applicants who declare a disability who meet the person specification for a role; providing reasonable adjustments to enable all staff to give their best contribution at work; ensuring that access to training and development opportunities are based on merit only; and carrying out monitoring of staff data to ensure that the policy aim is being achieved. The policy also refers staff in particular to Single Homeless Project's Recruitment Policy and Procedure and Prevention of Bullying and Harassment Policy and Procedure.

Remuneration policy for key management personnel

Single Homeless Project's Pay Policy lays out the following steps for setting pay for roles in Single Homeless Project:

- A two-yearly external salary benchmarking report based on relevant sector comparators
- A two-yearly review of our target benchmark position for a range of key posts addressing any under- or over-payment issues of concern appropriately which have been identified in the two-yearly reviews, above

Currently, Single Homeless Project's current target benchmark position is the median position.

The Nominations and Governance Committee of Single Homeless Project's Board of Trustees are responsible for approving the policy and process for reviewing Executive Management Team remuneration, taking appropriate independent advice and making recommendations to the Board of Trustees. The Board are responsible for considering these recommendations and approving any decisions about Executive Management Team pay.

Statement of trustees' responsibilities

The trustees (who are also directors of Single Homeless Project for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of Single Homeless Project's affairs and of its incoming resources and application of resources, including the income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the organisation will continue in operation.

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

In so far as the trustees are aware:

- there is no relevant audit information of which Single Homeless Project's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report which includes the strategic report has been approved by the trustees on 16 July 2025 and signed on their behalf by:

Liz Rutherfoord, Secretary

3. Independent auditor's report

Opinion

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

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other Information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, including the strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Capability of the audit in detecting irregularities

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

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

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

- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

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

Use of our report

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

Joanna Pittman (Senior statutory auditor)
7 August 2025
for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON,
EC1Y 0TG

Single Homeless Project

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

For the year ended 31 March 2025

	Note	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Income from:							
Donations and legacies	2	1,231,836	543,335	**1,775,171**	979,510	648,880	1,628,391
Charitable activities							
Client services	3	41,424,130	169,857	**41,593,987**	38,847,887	173,346	39,021,233
Investments - interest receivable		128,947	-	**128,947**	72,196	-	72,196
Other sources	4	550,023	-	**550,023**	265,851	-	265,851
Surplus from Sale of Park Road Property		-	-	**-**	-	65,500	65,500
Total income		43,334,936	713,192	**44,048,128**	40,165,444	887,727	41,053,171
Expenditure on:							
Raising funds	5	645,758	-	**645,758**	522,218	-	522,218
Charitable activities							
Client services	5	42,299,531	775,841	**43,075,372**	39,144,362	966,146	40,110,508
Total expenditure		42,945,289	775,841	**43,721,130**	39,666,580	966,146	40,632,726
Net income / (expenditure) for the year before transfers	6	389,647	(62,649)	**326,998**	498,864	(78,420)	420,445
Transfers between funds		(23,984)	23,984	**-**	(93,905)	93,905	-
Net movement in funds		365,663	(38,665)	**326,998**	404,959	15,485	420,445
Reconciliation of funds:							
Total funds brought forward		4,957,647	1,692,231	**6,649,878**	4,552,688	1,676,745	6,229,433
Total funds carried forward		5,323,310	1,653,565	**6,976,875**	4,957,647	1,692,231	6,649,878

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 17 to the financial statements.

Single Homeless Project

Balance sheet

Company no. 1741926

As at 31 March 2025

	Note	£	2025 £	£	2024 £
Fixed assets:					
Tangible assets	11		**2,475,225**		2,545,772
			2,475,225		2,545,772
Current assets:					
Debtors	12	**3,638,913**		4,270,523	
Short term deposits		**15,001**		15,001	
Cash at bank and in hand		**7,092,564**		5,119,340	
		10,746,478		9,404,864	
Liabilities:					
Creditors: amounts falling due within one year	13	**(6,244,828)**		(5,300,758)	
Net current assets			**4,501,650**		4,104,107
Total net assets			**6,976,875**		6,649,878
The funds of the charity:	17a				
Restricted income funds			**1,653,565**		1,692,230
Unrestricted income funds:					
Designated funds		**2,542,368**		2,437,678	
General funds		**2,780,942**		2,519,969	
Total unrestricted funds			**5,323,310**		4,957,647
Total charity funds			**6,976,875**		6,649,878

Approved by the trustees on 23 July 2025 and signed on their behalf by

Jon Rosser
Chair

Peter Brogden
Treasurer

Single Homeless Project

Statement of cash flows

For the year ended 31 March 2025

Reconciliation of net income to net cash flow from operating activities

	2025	2024
	£	£
Net income for the reporting period (as per the statement of financial activities)	326,998	420,445
Depreciation charges	118,376	151,489
Dividends, interest and rent from investments	(128,947)	(72,196)
Profit on Sale of Park Road	–	(65,500)
(Increase) / Decrease in debtors	631,611	(18,659)
(Decrease) / Increase in creditors	944,070	1,061,666
Net cash used in operating activities	1,892,108	1,477,245

	Note	2025		2024	
		£	£	£	£
Cash flows from operating activities					
Net cash used in operating activities			**1,892,108**		1,477,245
Cash flows from investing activities:					
Dividends, interest and rents from investments		128,947		72,196	
Sale of fixed assets		–		522,695	
Purchase of fixed assets		(47,830)		(109,170)	
Net cash used in investing activities			**81,117**		485,721
Cash flows from financing activities:					
Repayments of borrowing		–		–	
Net cash (used by) / provided by financing activities			**–**		**–**
Change in cash and cash equivalents in the year			1,973,223		1,962,966
Cash and cash equivalents at the beginning of the year			5,134,340		3,171,375
Cash and cash equivalents at the end of the year			7,107,565		5,134,340

Analysis of cash and cash equivalents and of net debt

	At 1 April 2024	Cash flows	**At 31 March 2025**
	£	£	**£**
Cash at bank and in hand	5,119,339	1,973,225	**7,092,564**
Notice deposits (less than 3 months)	15,001	–	**15,001**
Total cash and cash equivalents	5,134,340	1,973,225	**7,107,565**

Single Homeless Project

Notes to the financial statements

For the year ended 31 March 2025

1 Accounting policies

a) Statutory information

Single Homeless Project is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 245 Grays Inn Road, London, WC1X 8QY.

b) Basis of preparation

The financial statements have been prepared in accordance with the Charities SORP FRS 102, "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)", FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Companies Act 2006.

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

The accounts have included the tangible assets for Elms at fair value at the point of acquisition.

Key judgements that SHP has made which have a significant effect on the accounts include estimating the provision for bad debts arising from arrears of rent and service charges.

c) Public benefit entity

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

d) Going concern

The Trustees consider that there are no material uncertainties about SHP's ability to continue as a going concern.

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

e) Income

Income is recognised when SHP 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 the amount can be measured reliably.

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

On receipt, donated gifts, professional services and facilities are recognised on the basis of the value of the gift to SHP which is the amount SHP 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 SHP can be measure the amount reliably; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Restricted funds are used for specific purposes set out by donors. Expenditure which meets these criteria is charged to the fund. Unspent balances are carried forward for use in future years. The purposes and uses of restricted funds are set out in the notes to the accounts.

Unrestricted funds are other incoming resources received or generated for SHP's charitable purposes.

Designated funds comprise funds which have been set aside at the discretion of the Trustees for specific purposes. The purposes and uses of designated funds are set out in the Trustees' report.

1 Accounting policies (continued)

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 SHP incurs in seeking voluntary contributions from third parties, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services to clients in accordance with SHP's charitable purposes, and their associated support costs

Expenditure includes attributable VAT which cannot be recovered.

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 functions, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

- Client services 88%
- Support and governance costs 12%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on direct costs, of the amount attributable to each activity

- Client services 100%

Governance costs are the costs associated with SHP's governance arrangements. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of SHP's activities.

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Freehold land and buildings are stated at cost with the exception of Elms assets recognised at fair value at the date of acquisition, which is now the deemed cost. Freehold land is not depreciated.

Movable assets and all computer hardware and software costing over £1,000 are capitalised.

Tangible assets are stated at cost less depreciation.

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

- Buildings 50 years
- Office furniture and desktop equipment 4 years
- IT equipment 3 years
- Hostel furniture and equipment 2 years

m) 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.

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and bank balances accessible at less than 24 hours' notice. Short term deposits are accessible at more than 24 hours' notice, but less than three months.

1 Accounting policies (continued)

o) Creditors and provisions

Creditors and provisions are recognised where SHP 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.

SHP 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.

p) Pensions

SHP operates a group personal pension scheme and an auto-enrolement pension scheme with defined employer's and employees' contributions. The pension costs charged in the accounts represent the contributions payable by SHP during the year.

2 Income from donations

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Cripplegate Foundation		–	–		2,958	2,958
Achieving Potential		200,783	**200,783**		146,862	146,862
Project Kali		45,477	**45,477**		48,138	48,138
Green House		36,548	**36,548**		30,840	30,840
Sound House		31,579	**31,579**		68,538	68,538
Arts House		51,225	**51,225**		19,412	19,412
Psychotherapies		71,383	**71,383**		53,342	53,342
Westminster Almshouses		10,000	**10,000**		10,219	10,219
Health Programme		51,352	**51,352**		195,957	195,957
Comeback Kitchen		44,990	**44,990**		72,615	72,615
Other donations and grants	1,231,836		**1,231,836**	979,510		979,510
	1,231,836	543,335	**1,775,171**	979,510	648,880	1,628,391

3 Income from charitable activities

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Rents and service charges	16,141,292		**16,141,292**	14,555,682		14,555,682
Support service contracts:						
LB Camden	4,966,004		**4,966,004**	4,595,428		4,595,428
LB Hackney	890,566		**890,566**	808,041		808,041
LB Hammersmith & Fulham	457,080		**457,080**	410,874		410,874
LB Islington	6,140,637		**6,140,637**	6,459,517		6,459,517
LB Lambeth	477,719		**477,719**	671,938		671,938
LB Lewisham	1,329,515		**1,329,515**	1,314,637		1,314,637
LB Newham	739,989		**739,989**	512,919		512,919
LB Redbridge	920,514		**920,514**	1,487,097		1,487,097
LB Waltham Forest	447,874		**447,874**	280,599		280,599
LB Wandsworth	613,402		**613,402**	565,564		565,564
Royal Borough of Greenwich	1,157,886		**1,157,886**	1,019,212		1,019,212
Westminster City Council	3,317,514		**3,317,514**	2,895,283		2,895,283
National Probation Service	996,578		**996,578**	765,180		765,180
Royal Borough of Kensington and Chelsea	148,496		**148,496**	148,778		148,778
LB Enfield	278,581		**278,581**	3,325		3,325
LB Havering	–		–	20,884		20,884
GLA	2,400,483		**2,400,483**	2,332,931		2,332,931
Grants:						
Sport Programme		169,857	**169,857**		173,346	173,346
Total income from provision of client services	41,424,130	169,857	**41,593,987**	38,847,887	173,346	39,021,233

4 Income from other sources

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Sundry income	550,023	–	**550,023**	265,851	–	265,851
	550,023	–	**550,023**	265,851	–	265,851

5a Analysis of expenditure (current year)

	Cost of raising funds £	Charitable activities: Client services £	Governance costs £	Support costs £	**2025 Total £**	2024 Total £
Staff costs (Note 8)	342,616	24,637,485	35,915	4,118,458	**29,134,474**	26,947,999
Housing management and services		5,546,020			**5,546,020**	5,263,799
Rents payable to Registered Providers		5,413,356			**5,413,356**	4,855,887
Other direct client service costs		1,677,800			**1,677,800**	1,582,708
Staff welfare, training and travel		90,416		246,412	**336,828**	324,185
Office rents, rates, energy, cleaning, repairs and services		463,091		286,549	**749,640**	913,076
Depreciation				118,376	**118,376**	151,489
Other support costs	303,142		35,040	406,453	**744,635**	593,584
	645,758	37,828,168	70,955	5,176,248	43,721,129	40,632,726
Support costs	–	5,176,248	–	(5,176,248)	–	–
Governance costs	–	70,955	(70,955)	–	–	–
Total expenditure 2025	**645,758**	**43,075,371**	**–**	**–**	**43,721,129**	
Total expenditure 2024	**522,218**	**40,110,508**	**–**	**–**	**–**	**40,632,726**

5b Analysis of expenditure (prior year)

	Cost of raising funds £	Charitable activities: Client services £	Governance costs £	Support costs £	2024 Total £
Staff costs (Note 8)	273,371	22,947,927	37,572	3,689,129	**26,947,999**
Housing management and services	–	5,263,799	–	–	**5,263,799**
Rents payable to Registered Providers	–	4,855,887	–	–	**4,855,887**
Other direct client service costs	–	1,582,708	–	–	**1,582,708**
Staff welfare, training and travel	–	91,308	–	232,877	**324,185**
Office rents, rates, energy, cleaning, repairs and services	–	735,149	–	177,927	**913,076**
Depreciation	–	–	–	151,489	**151,489**
Other support costs	248,847	–	37,590	307,148	**593,584**
	522,218	35,476,778	75,162	4,558,569	40,632,726
Support costs	–	4,558,569	–	(4,558,569)	–
Governance costs	–	75,162	(75,162)	–	–
Total expenditure 2024	**522,218**	**40,110,508**	**–**	**–**	**40,632,726**

6 Net income for the year

This is stated after charging:

	2025 £	2024 £
Depreciation	**118,376**	151,489
Operating lease rentals:		
Property	**284,817**	278,820
Other	**-**	22,993
Auditor's remuneration (excluding VAT)		
Audit	**18,950**	18,350

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

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	**22,309,020**	20,169,588
Redundancy and termination costs	**44,145**	43,468
Social security costs	**2,114,641**	1,881,208
Employer's contribution to defined contribution pension schemes	**1,481,449**	1,335,872
Agency staff	**3,185,218**	3,517,863
	29,134,474	26,947,999

The number of employees who received employee benefits (excluding employer pension costs) of £60,000 or more during the year was:

	2025 No.	2024 No.
£60,000 - £69,999	**10**	4
£70,000 - £79,999	**1**	1
£80,000 - £89,999	**2**	2
£90,000 - £99,999	**1**	2
£100,000 - £109,999	**1**	-

The highest paid employee, earned pre-salary sacrifice emoluments (excluding pension contributions) of £100,507. This is not for the CEO who has declined pay increases for the last several years. For the year ending March 2025, the highest salary to median salary ratio at SHP was 1:3.36, compared to previous year (1:3.46). SHP's gender pay gap snap shot in April 2024 shows a mean gender pay gap of -0.57% (2023: -1.49%) and a median gender pay gap of -2.82% (2023: -0.74%).

The total employee benefits including pension contributions and employers' NIC, of the Executive Management Team were £527,659 (2024: £507,185).

The Trustees were not paid and did not receive any other benefits from employment with SHP in the year (2024: £nil). None of the Trustees received payment for professional or other services supplied to SHP (2024: £nil).

Trustees' expenses for payment or reimbursement of travel and subsistence costs, totalling £Nil (2024: £Nil) 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 as follows:

	2025 No.	2024 No.
Raising funds	**7**	7
Providing client services	**791**	745
Support and governance	**90**	86
	888	838

9 Related party transactions

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

There are no other related party transactions to disclose for 2025 (2024: none).

10 Taxation

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

11 Tangible fixed assets

	Land and buildings £	Furniture and equipment £	**Total £**
Cost or Deemed cost			
At 1 April 2024	2,703,083	598,209	**3,301,292**
Additions in year	–	47,830	**47,830**
Disposals in year	–	(18,445)	**(18,445)**
At 31 March 2025	2,703,083	627,594	**3,330,677**
Depreciation			
At 1 April 2024	430,569	324,951	**755,520**
Charge for the year	55,289	63,087	**118,376**
Disposal for the year	–	(18,445)	**(18,445)**
At 31 March 2025	485,858	369,593	**855,451**
Net book value			
At 31 March 2025	2,217,225	258,001	**2,475,225**
At 1 April 2024	2,272,513	273,258	**2,545,772**

Land with a value of £1,220,866 (2023: £1,458,366) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

12 Debtors

	2025 £	2024 £
Trade debtors	1,704,561	2,618,623
Arrears of rent and service charges	1,426,381	889,981
Prepayments and accrued income	490,027	734,278
Staff loans	17,944	27,641
	3,638,913	4,270,523

13 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	2,412,556	1,658,623
Taxation and social security	516,944	458,876
Other creditors	(2,474)	(2,870)
Accruals	1,765,799	1,514,993
Deferred income - see note 14	1,552,003	1,671,135
	6,244,828	5,300,758

14 Deferred income

Deferred income comprises 2025/26 contract income received in advance.

	2025 £	2024 £
Balance at 1 April	1,671,135	1,104,380
Amount released to income in the year	(1,671,135)	(1,104,380)
Amount deferred in the year	1,552,003	1,671,135
Balance at 31 March	1,552,003	1,671,135

15a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	258,001	1,692,325	524,899	2,475,225
Net current assets	2,522,941	850,043	1,128,666	4,501,650
Net assets at the end of the year	2,780,942	2,542,368	1,653,565	6,976,875

15b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	273,258	1,712,678	559,877	2,545,813
Net current assets	2,246,712	725,000	1,132,352	4,104,063
Net assets at the end of the year	2,519,969	2,437,678	1,692,230	6,649,876

16a Movements in funds (current year)

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	At the end of the year £
Restricted funds:					
Catalyst Programme	8,981		1,445		**7,536**
GreenHouse	–	36547	34,098	(2,449)	**–**
ArtHouse	–	51225	51,225		**(1)**
Project Kali	(5,259)	45,477	50,967	10,750	
Sport Programme	–	169,857	169,798	(59)	**–**
SoundHouse	–	31,579	31,536	(43)	**–**
Achieving Potential - Employability	1,151	200,783	200,693	–	**1,241**
Psychotherapies	–	71,383	71,404	21	**–**
WCC Mean	9,667	–	0		**9,667**
Westminster Almshouses	14,383	10,000	10,899		**13,484**
Health Programme	6,691	51,352	71,337	13,294	**()**
Comeback Kitchen	–	44,990	47,460	2,470	**–**
ELMS Capital Reserve	559,877	–	34,978		**524,899**
ELMS	1,096,738	–	–		**1,096,738**
Total restricted funds	1,692,229	713,193	775,841	23,984	**1,653,565**
Unrestricted funds:					
Designated funds:					
Capital reserve	1,712,678	–	–	(20,310)	**1,692,368**
Relocation/refurbishment/H&S mods costs	50,000	–	–	–	**50,000**
Information technology	75,000	–	–	25,000	**100,000**
Asset Investment	600,000	–	–	100,000	**700,000**
Total designated funds	2,437,678	–	–	104,690	**2,542,368**
Fair value reserve	–	–	–	–	**–**
General funds	2,519,969	43,334,936	42,945,289	(128,674)	**2,780,942**
Total unrestricted funds	4,957,647	43,334,936	42,945,289	(23,984)	**5,323,310**
Total funds	6,649,877	44,048,129	43,721,130	–	**6,976,875**

16b Movements in funds (prior year)

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	At the end of the year £
Restricted funds:					
Catalyst Programme	7,070	2958	1,047	–	**8,981**
GreenHouse	–	30840	69,010	38,170	**–**
ArtHouse	–	19,412	29,738	10,326	**–**
Project Kali	18,771	48,138	72,168	–	**(5,259)**
Sport Programme	–	173,346	173,270	(76)	**–**
SoundHouse	–	68,538	81,001	12,463	**–**
Achieving Potential - Employability	–	146,862	145,712	–	**1,151**
Psychotherapies	–	53,342	85,317	31,975	**–**
WCC Mean	9,667	–	–	–	**9,667**
Westminster Almshouses	9,254	10,219	5,090	–	**14,383**
Health Programme	5,792	195,957	195,058	–	**6,691**
Comeback Kitchen	–	72,615	73,662	1,047	**–**
ELMS Capital Reserve	1,052,147	–	35,075	(457,195)	**559,877**
ELMS	574,043	65,500	–	457,195	**1,096,738**
Total restricted funds	1,676,744	887,727	966,146	93,905	**1,692,230**
Unrestricted funds:					
Designated funds:					
Capital reserve	1,712,678	–	–	–	**1,712,678**
Relocation/refurbishment/H&S mods costs	50,000	–	–	–	**50,000**
Information technology	75,000	–	–	–	**75,000**
Furnishings and equipment	150,000	–	–	(150,000)	**–**
Property maintenance	115,000	–	–	(115,000)	**–**
Innovation and evaluation	40,000	–	–	(40,000)	**–**
Asset Investment				600,000	**600,000**
Total designated funds	2,142,678	–	–	295,000	**2,437,678**
General funds	2,410,010	40,165,444	39,666,580	(388,905)	**2,519,969**
Total unrestricted funds	4,552,688	40,165,444	39,666,580	(93,905)	**4,957,647**
Total funds	6,229,433	41,053,171	40,632,726	–	**6,649,878**

Purposes of restricted funds

The Catalyst programme, funded by the Cripplegate Foundation, provides financial assistance to address isolation and to connect vulnerable Islington residents with opportunities and services.

The GreenHouse programme was funded by Trusts and Corporate Foundations, which include BUPA UK Foundation, Swire Charitable Trust, StarLizard, Nvieneh Trust and Chapman Trust. The programme engages clients with gardening and food growing activities across several SHP managed gardens and allotments, bringing enormous benefits for mental wellbeing, personal development and recovery.

The ArtHouse Programme was funded by our corporate partners JTI and StarLizard. The programme provides a range of art related activities across SHP services and a diverse art related activities supporting people to find jobs and volunteering opportunities within the creative industries.

The SoundHouse programme, funded by Youth Music, Joe Strummer Fund, and StarLizard is an ambitious SHP-wide music project which brings young artists and creatives together with professional musicians and producers to create new and original music and media.

The Sport Programme is funded by Reaching Communities National Lottery Fund, London Marathon Evets, London Housing Foundation, NFL Foundation, TfL Walking and Cycling Grants to transforms the lives of people experiencing homelessness through sport and physical activity. The initiative is designed to get people more active, to prolong their lives, improve mental and physical health and reduce isolation.

Purposes of restricted funds (continued)

The Therapies Programme funded by Compass Wellbeing, Star Lizard and Cripplegate, provides in-house theraphy and councelling for clients across various SHP services.

The Health Programme funded by the KKR Foundation provides a path forward in creating and initiating immediate mental and physical health support for the most vulnerable homeless people in Westminster, Camden, Islington, Newham and Redbridge by creating specialist Health Lead roles in our hostels.

Project Kali - Housing First is funded by the City Bridge Trust. Project Kali is designed to support women whose needs may not be met effectively by other services. The project aims to provide emotional and practical support to women in crisis, identifying women with multiple disadvantage who are at risk of homelessness following their release from prison.

Achieving Potential the employability programme, funded by Qsix, Nationwide Foundation, Workspace, Portal Trust, Kilburn and Strode, Story of Christmas, Community Grid Funding, and legacy donations provides our clients with a clear pathway away from our support services and into independence in their local community. It focuses on working with our clients - described as advanced on their recovery journey and contemplating ETE opportunities.

ELMS reserves were created at the point of merger in may 2020 and were initially restricted for a period of three years to ensure delivery of a therapy services to those historical clients of the East London Mental Health Service. The programme has since ended and a new use for these reserves is yet to be decided.

Purposes of designated funds

SHP's funds include designated funds which the Trustees have set aside out of unrestricted funds for specific purposes. These are described in the Trustees' report.

17 Operating lease commitments

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

	Property	
	2025	2024
	£	£
Less than one year	**66,960**	**182,230**
One to five years	**133,920**	**200,880**
Over five years	**-**	**-**
	200,880	**383,110**

18 Legal status of the charity

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

Single Homeless Project
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E: info@shp.org.uk

shp
Single Homeless Project

5 Years

Registered Charity Number: 287779
Company Limited by Guarantee Number 1741926

THE SINGLE HOMELESS PROJECT

England & Wales - Charity number 287779

Accounts



Annual Report & Accounts 2023-24

Single Homeless Project
Preventing homelessness
Transforming lives

Single Homeless Project is a London-wide charity. Our vision is of a society where everyone has a place to call home and the chance to live a fulfilling life.

We help single Londoners by preventing homelessness, providing support and accommodation, promoting wellbeing, enhancing opportunity, and being a voice for change.

From supporting people in crisis to helping people take the final steps towards independence and employment, we make a difference to 12,000 lives every year across all 32 boroughs.

Single Homeless Project Annual Report 2023/24

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1. Reference and administrative information

(for the year ended 31 March 2024)

Charity number
287779 (Registered in England and Wales)

Company number
1741926 (incorporated in the UK)

Registered office and operational address
Single Homeless Project, 245 Gray's Inn Road
London, WC1X 8QY

Trustees
The trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:
Jon Rosser, Chair
Mark Fell KC
Peter Brogden, Treasurer
Cristina Martinez Fernandez - resigned 16 January 2024
Nicky Boland
Ian Adams, Vice-Chair
Chinyere Ugwu
Shahron Shah – resigned 20 September 2023
Meeta Luthra
Lindsey Chiswick – resigned 15 October 2023

Secretary
Liz Rutherfoord

Executive Management Team
Liz Rutherfoord, Chief Executive
Toni Warner, Deputy Chief Executive & Director of Services
Rupa Bhola, Director of Finance, IT & Facilities
Jamie Mills, Director of Business Development & Fundraising
Howard Rosenthal, Director of Human Resources & Organisational Development

Bankers
National Westminster Bank Plc
London Corporate Service Centre
London, EC1V 7DY

Solicitors
Devonshires
30 Finsbury Circus
London, EC2M 7DT

Auditor
Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
110 Golden Lane
London, EC1Y 0TG

2. Trustees' report for year ending 31 March 2024

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

Objectives and activities - public benefit

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing Single Homeless Project's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set. Our objective is entirely focused on public benefit – to provide relief to persons in need by reason of age, frailty, ill health, mental or physical disability, and poverty, social or economic circumstances or otherwise through the provision of support services and other ways as the trustees shall determine.

Single Homeless Project's main aim is to reduce poverty, social exclusion and homelessness and to make a lasting improvement to the quality of life of our clients.

Strategic Report

Single Homeless Project is a London-wide charity. Our vision is of a society where everyone has a place to call home and the chance to live a fulfilling life. We help single Londoners by preventing homelessness, providing support and accommodation, promoting wellbeing, enhancing opportunity and acting as a voice for change. From supporting those in crisis to helping people take the final steps towards independence, we made a difference to the lives of 12,000 Londoners last year.

Our business plan priorities for 2023/24 were to:

- Sustain the number of bedspaces developed under RSI5 available to rough sleepers
- Improve health outcomes for those who are multiply disadvantaged living in our hostels
- Improve our gender informed services to women experiencing multiple disadvantages
- Achieve Domestic Abuse Housing Alliance (DAHA) accreditation
- Collaborate with Solace and other organisations to expand participation in the second year of the women's rough sleeping census
- Increasing our capacity to move people on from Temporary Accommodation and Clearing House tenancies by procuring high quality PRS units.
- Achieve Ofsted registration in services for 16- & 17-year-old Looked After Children and care leavers

Our achievements against these priorities are set out below.

In 2023-24, we worked with nearly **12,000 Londoners** who were either facing or experiencing **homelessness** supporting over **5,000 people** every day...

4,020 Londoners

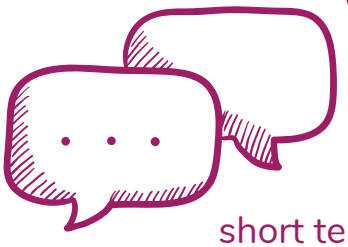


across our city supported to stay in their own home, preventing them from become homeless

751 rough sleepers

supported off the streets and into crisis accommodation





We gave 5,225 people

short term advice, guidance and support in securing housing



853 people

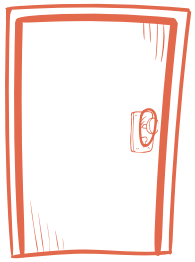
experiencing multiple disadvantage helped through our accommodation services

Worked with 2,345 clients

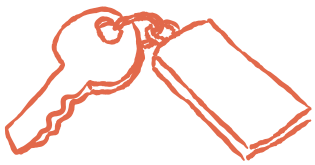


to improve their physical and mental health through treatment and support and be in control of their own recovery

1,329 Londoners



rehoused into more stable accommodation, finding a place to call home



596 young people



who were either homeless or leaving care supported through our youth accommodation and community services

Over 1,300 people

helped into employment, education or training



138 women



provided with safe accommodation through our specialist women's hostels

Achievements and impact

Londoners in crisis – off the streets and into the warmth

It's distressing to see rough sleeping rising year after year across England, with the issue becoming increasingly visible across our capital city. Over the past year, there has been a 22.9% increase in rough sleeping on top of a 21% increase the previous year.

There are several factors contributing to this surge. Firstly, housing and living costs are skyrocketing, making it harder for people to maintain their accommodation. Secondly, access to reasonably priced housing in the Private Rented Sector is increasingly limited. Thirdly, there is a lack of investment in social housing. There needs to be greater effort placed in the prevention of homelessness, as spiralling costs lead to more evictions and landlords increasing rents to cover their expenses.

Despite these challenges, we have quickly adapted to the needs of London boroughs, mobilising new services at short notice and scaling up services upon the release of additional funding. Our success rates have led to additional or extended funding for seven services.

Cold Weather Shelters
Our St Giles Cold Weather Shelter was established as a temporary measure and set to close in June 2023. Due to its effectiveness and increased demand for bedspaces, it will continue until March 2025. We offer a flexible model for the local authorities, scaling the number of bedspaces dependant on need. In 2023, the shelter capacity increased from 64 to 113 bedspaces, and we helped 150 clients into suitable onward accommodation. Every client is supported by our PRS Tenancy Sustainment team to decrease the risk of repeat homelessness.

Over the winter months of 2023, we partnered with both Camden and Westminster councils to open two shelters—one in Westminster and another in Camden. We established an experiences staff team willing and able to mobilise and co-ordinate emergency services at short notice. On one occasion, the team mobilised 133 temporary bedspaces in just over a week. As a result, we are now an active partner in Camden and Westminster's emergency cold weather protocol.

New Assessment Centre
In November, we took over the Newham Rough Sleeper Assessment Centre and visiting support service, providing bedspaces across Newham's Rough Sleeper Accommodation Pathway.

Team Around Me and multiple disadvantage

Our Team Around Me model overcomes some of the systemic barriers to support that our clients face. It brings together multidisciplinary teams of professionals from diverse backgrounds to collaborate on addressing our clients' needs.

Pooling together expertise from various disciplines such as social work, mental health and substance use, primary care and women’s specialist services offers a holistic way of problem solving. Communication and coordination are the key to ensure integration of perspectives. This model promotes joint working, enhanced outcomes and enriches the quality of support provided.

Over the last year, we worked closely with stakeholders as part of the Camden Homelessness System Transformation to roll out and embed a ‘whole systems’ approach to using the Team Around Me model. The aim was to improve multi-agency working and outcomes for people experiencing multiple disadvantage in Camden. We now deliver a rolling training programme to all Camden council staff and commissioned services. Camden Adult social care has adopted the model as part of its best practice for working with vulnerable residents.

Women experiencing homelessness

Our women-only services

Women experience homelessness very differently to men. Most of the women we support have either experienced, or are currently experiencing, various forms of violence including domestic abuse from partners or family members, sexual violence, and instances of modern-day slavery. Many of our clients also face challenges including substance misuse, mental ill health, neurodivergence and complex co-occurring needs.

We know that the key to supporting our female clients out of homelessness is our understanding of the complexity of these experiences and challenges and the expertise we have in creating a gender and trauma-informed environment and a supportive community. Our clients finally feel safe and supported with us in a female only space.

The support we offer is person-centred and considers our clients' unique needs, preferences and wishes. This includes working with women in relationships with perpetrators through safety planning, empowerment, self-esteem building and a multiagency network. We identify the complex relationships between women, their children and their families and support our clients to navigate and reflect on these relationships, building the tools for healthy connections and positive support networks.

We held a Health Day at our hostels and invited multiple agencies including CLASH, Find and Treat and Camden Safety Net to network and provide in-house access to services for clients. This was well attended by clients and broke down the barriers for those struggling to engage. It also started the conversation with our partners around the importance of women's health and highlighted ways to better support our clients such as supporting them to access gynaecology and creating safe spaces for women in health care settings, such as the GP. Other event days have included summer BBQ's, International Women's Day and Mother's Day.

We have successfully engaged many of our clients through our varied Education Training and Employment program, Achieving Potential. One client become a volunteer with the police and another a barista with a coffee company. Many have accessed ESOL and attended regular drama, English, maths and IT courses, cooking and hospitality training and other creative sessions. Our teams work closely with community partners such as Clean Break, Fat Macys and Change Please to arrange these opportunities. Our clients have really loved our trips to the cinema, the farm and the Emirates stadium.

Over the last year, we supported 125 women in our three specialist, women-only services. We delivered positive outcomes for all our clients, the majority of whom have previously struggled to engage with services. 57% of departures were planned and we have successfully supported women to move on to independent living. Clients have also been supported with sideways moves to other hostels or supported accommodation.

Women's rough sleeping pilot

Following the 2022 women's rough sleeping census and recommendations in the report *Making Women Count* (published summer 2023), five London local authorities (Westminster, Camden, Islington, Haringey and Tower Hamlets) will take part in a six-month women's rough sleeping pilot adopting practices recommended in the report. The pilot has been designed and led by Single Homeless Project and Solace and will be launched in spring 2024.

The pilot will include changes in three key areas:

1. **Outreach practice:** Women can be verified according to gender informed definition of rough sleeping and without being seen bedded down/about to bed down.
2. **Accommodation practice:** Accommodation services can accept women verified by the pilot without needing CHAIN verification.
3. **Services:** At least two non-homelessness services per borough that encounter women who sleep rough will be able to verify women as such and refer them into support/housing, working closely with outreach.

We will provide ongoing support to all the local authorities. The data throughout the pilots will be brought together in a report. We will use the data to further influence changes to 'verification' practices based on bedded down contacts. This is still a widespread practice in London and often results in women being unable to be included on the CHAIN database and unable to access some off the streets accommodation options.

Domestic Abuse Housing Alliance (DAHA)

Over the last year, we have worked hard to improve our response to domestic abuse in line with the new Domestic Abuse Housing Alliance Accreditation standards for homelessness organisations. Since work towards accreditation began in January 2023, this is what has been achieved:

- Established a cross-organisational DAHA steering group to drive the work forward
- Conducted an all-staff survey to help us understand where we were at. 40% of staff disclosed lived experience of domestic abuse
- Appointed a Domestic Abuse organisational lead and nine partnership leads
- Updated our client domestic abuse policy and created a new stand-alone staff policy
- Established a bi-monthly support panel where our frontline staff can bring 'complex' cases for additional advice and support
- Created a gender and trauma informed physical spaces checklist to assess the safety of our physical spaces for survivors of domestic abuse. This will be incorporated into existing building management assessments
- Created a mandatory domestic abuse training package for all new employees
- We have been accredited with the first of 10 DAHA standards through our concerted efforts on internal and external communications, highlighting the intersection of domestic abuse and homelessness

We want to be the first homelessness organisation to achieve full accreditation and are aiming to do so by summer 2024.

Making healthcare accessible for our clients

Health Project

Our Health Project, which was externally funded by KKR from a three-year grant, completed its final year in 23/24. The project consists of four specialist Health Leads who work across three main areas:

- Improving diagnosis, engagement, treatment, and palliative care for our clients experiencing multiple disadvantage
- Forming partnerships with NHS services and health organisation to arrange regular in reach and fair access to health care
- Influencing and advocacy in partnership with charities and organisations

The Health Leads worked closely with client across four boroughs, Westminster, Camden, Islington, and Hackney. The team has established health partnerships with NHS and charity organisation in each borough and as a result offering regular in-reach clinics across the pathways in specific areas such as GP, nursing, podiatry, dentistry, and sexual health.

Over the last year, we developed focus areas based on data and themes from the project including introducing a mental health role within Camden and began work on safeguarding and care.

We established a multidisciplinary team within each borough, creating a place to bring crucial services involved in our clients' health and care together to form discussions around tailored approaches and improve in joint working.

The last year has seen memberships into forums and COPs to discuss the work we have done around Health and influence and shape new approaches. This includes the Homelessness transformation group within Camden, NCL community of practice, and Homelessness, Health, and social care forum. We have created podcasts into homelessness health and the barriers experienced in partnership with Groundswell and Homeless Link and working with the NHS to develop a presentation and piece on their website for the NHS teams to help improve understanding and new ways of working.

The benefits of this approach to our clients is stand-out. The project has seen a focus on health be brought to the front of the work being carried out across hostels and for the first time in a long time, residents have been able to access the health care they need. As a result, the project has highlighted the extent of health conditions and needs within services.

We worked with 145 clients over a year:

- 103 different health conditions were identified/recorded
- 16 terminal or palliative conditions diagnosed
- 76% of cases had physical health, mental health and substance use needs

By supporting our clients to navigate the healthcare system, we secured 2,559 appointments or health interactions and 89% of clients received treatment or engaged with a range of healthcare teams e.g. oncology and cardiology.

SA

SA has had ongoing issues related to his breathing and found it difficult to attend appointments and engage around his healthcare. He could not walk short distances without becoming breathless and fatigued. SA was concerned he had lung disease and was uncertain about where or how to access support around this. Since engaging with the health project, SA has been diagnosed with lung disease and now on the correct inhalers and medication. He has a respiratory consultant, is on medication, referred to pulmonary physiotherapy to help strengthen his lungs and can manage walking around the community.

Future work
We will continue to fund our Health Leads across our Camden and Islington hostels. In 2024, we will grow the project into two new areas our Tenancy Support Team and Clandon House rough sleeper service, developing health partnerships, training and improving clients access to health care.

In addition to this, a focus on safeguarding has been introduced and will include both external and internal pieces of work to address the barriers in providing much needed care to our client group. The project will continue to advocate and influence for accessible health care by joining COPs, external partnerships, and focus groups.

Preventing homelessness

Tenancy Support Team (TST)

We are entering our third year of delivering this service, commissioned by the GLA. We provide housing related support to over 1,200 people in North London and have a separate component for 400 people living in private rented accommodation. We have focused heavily on quality assurance and working with the GLA to identify ways in which to improve service outcomes and increase the impact of this critical resource.

In the past year, we have secured additional funding from the GLA to trial three pilot projects, including:

- a specialist Housing First service, to support some of the capital's most entrenched rough sleepers
- a Stock reconciliation project, designed to provide assertive outreach to people living in Clearing House stock on Assured Tenancies, who may want to move to other forms of accommodation
- a research project designed to identify ways to improve accessibility and the sustainability of PRS accommodation for people who have a history of sleeping rough

Homeless prevention services in the community
The past year has been one of significant change and development for all the community-based services. Overall, we have helped 2,500 people in the community.

The Lambeth Tenancy Support Service, which we have delivered since 2011, was taken in-house by Lambeth Council in March 2024, with all remaining staff transferred to the council. The service has been incredibly successful over that period in working with single people and families at risk of homelessness and living in council and private rented sector accommodation. Over that time the service worked with in the region of 4,000 individuals, helping them to maintain their tenancies and to move positively into their own homes. The service felt the effects of austerity over the ten years as it was reduced in capacity as the borough was forced to find savings. However, the service was still incredibly effective and formed the blueprint for the creation of the council's in-house service, culminating in the transfer of our staff into the council to form the backbone of the new service.

All three of the remaining floating support services in Islington, Westminster and Redbridge are approaching the end of the current contracts at the end of 24/25 or earlier in the year. This has meant that the past year has been a period of consolidation and review to get the services in the best possible position as they come up for retender.

- The Islington service has been through a process of change as we achieve the 240k of savings required by the borough and undergo the transformation of the teams to reflect the

developing priorities of the borough. The service now comprises prevention, a multiple disadvantage and criminal justice teams. During the year, the service successfully bid for the Reconnection and Assessment Service and the Accommodation for Ex-offenders Service. This reflects the pressure on the borough to undertake procurement for contracts previously allocated without competition to determine value for money.

- The Westminster service has developed a very effective Assertive Outreach service for people with substance misuse issues living in temporary accommodation as part of a pilot project, with the aspiration to expand the service if there is evidence of positive outcomes. In addition, further funding has been secured to continue the Changing Futures programme beyond the end of the current year, when it was due to end. This programme has been very successful in helping previously hidden vulnerable council residents, as well as treating resistant drinkers, increasing engagement with treatment services and reducing the use of emergency services. Through the programme, we have significantly reduced pressure on emergency services and therefore reduced NHS costs.

- The Redbridge service is in the final year of the contract and has continued to see significant demand and in particular from clients experiencing homelessness and living in temporary accommodation. The service successfully supports clients into their own accommodation, either into the private rented sector or social housing, where possible.

Working with refugees

Our Refugee Resettlement Service has seen an injection of funding and staff in Lambeth. The number of resettlement workers has doubled to four as we have the opportunity to work with asylum seekers placed in decommissioned supported accommodation. The service supports mothers with children to move out of supported housing and into independent accommodation once their asylum is granted.

Young people

In 2023/2024, we supported a total of 591 young people who were either homeless or leaving care through a range of high to low supported accommodation, semi-independent living and in our community-based support service.

83% of young people moved on in a planned way, into other supported accommodation services, local authority social housing tenancies, through housing association nominations and the private rented sector.

Youth Opportunities

With a solid team of Youth Opportunities Coordinators working across young people's services, they have been able to support the delivery of localised monthly activity and opportunities programmes encouraging young people to develop skills, expand social networks and explore opportunities for returning to education, exploring training and employment.

Workshops are delivered through a variety of group based and one-to-one workshops and have been co-produced and co-facilitated by young people.

In the last year the team has delivered a total of 528 sessions locally and in the community and has successfully supported young people into work and education.

Co-production is an important part of our work and we understood there was more we could do to recognise young people as assets, encourage cross borough peer support networks and empower young people to have a voice both within Single Homeless Project and in the wider community.

As such, we launched our very own Youth Forum group, made up of young people who have or still use our services and have a keen interest in shaping service improvements.

The first project is underway, with members designing an online platform called MyConnect. The platform seeks to provide online content to support a young person's first few days and weeks in supported accommodation, providing helpful tips, resources, and self-help toolkits to facilitate their journey through supported accommodation and services.

Ofsted Supported Accommodation Regulation
Our services have been preparing for Ofsted registration, adapting our policies to reflect Ofsted Guidance, and reviewing and growing our training offer for staff working in young people's services. We have ensured our staff and young people understand how this significant change impacts them. We expect Ofsted inspections to take place from September 2024.

Psychotherapy
In the past year, young people across our North and East London services were able to access individual and group therapy through a one-year funded project. This project continues to meet the needs of young people who fall through a gap between non-statutory and statutory mental health services whereby they may be subjected to long waiting lists.

We have been able to establish three therapy workspaces for young people within the community increasing accessibility to those young people who struggle with travelling around London.

Spot Purchase Semi-Independent Supported Accommodation
The spot purchase semi-independent services are a cluster of high, medium and low supported accommodation across Camden, Islington and Waltham Forest and have been open to Local Authority Looked After and Leaving Care teams since 2017.

We offer specialist support and accommodation to at-risk young people with a variety of complex needs including a mixture of trauma, attachment, mental health, neurodevelopmental and educational and social needs. Some of our services were set up initially to meet the needs and fill a gap for local authorities including our Unaccompanied Asylum Seeker service and Tier 4 Mental Health service.

As Ofsted has begun regulating providers, this puts us in front of additional local authorities who we can build partnerships with and expand our offer to young people across London.

Adding value and impact to our contracted work

Opportunities Programme

Our Opportunities Programme offers social engagement activities that help people to be active, connect with themself, others and mainstream arts and cultural opportunities, and to consider further changes including formal education, training and employment.

Activity happens on-site at some of our services and off-site in community partner spaces. The combination of the two allows for both preference and progression, meeting people where they are at.

While the year saw reduced budgets in several projects, the programme still managed to work with 785 people from all Single Homeless Project service types, delivering 2,563 number of sessions.

ArtHouse

The mainstay of our art programme this year was delivered from the Tate Modern, where we enjoyed in-kind access to an on-site art studio within their Clore (learning).

Our courses at the Tate Modern explored various mediums including clay-work, collage, drama, drawing, painting, photography and screen-printing. Participants of these courses enjoyed visits from community arts organisations and volunteer artists including internationally renowned collage artist Nick Gentry and Cardboard Citizens Theatre Company.

Our courses, for adults and young people, were allied with regular facilitated events at mainstream institutions such as the Tate Britain & Modern, Young & Old Vic Theatres, The Welcome Collection and the National Theatre. This supported participants to access mainstream arts and culture institutions, further building our arts community and emboldened participants to access other community programmes.

We developed a creative make-up course covering: personal expression, to professional skills in cosmetics, to theatre production techniques. This course brought young people together with industry professionals, and our in-house psychotherapist, for illuminating discussion around questions of identity. We also delivered our third screen-printing course in our own in-house screen-printing studio at Farnborough House.

Our partnership with North-West Live Arts saw a storytelling & live music production at Cecil Sharp House.

We were excited to start two six-month internships within Arthouse for two young people who have recently moved on from our support and are delighted to see the dedication and insight they have brought to their roles. We look forward to our upcoming end of year Arthouse Exhibition which will run at the University of Greenwich Galleries and a further year's programming with the Tate Modern.

107 individuals engaged with ArtHouse activity over 76 sessions, with 94% indicating a positive change in their behaviour or outlook and 85% learning a new skill.

Arthouse Participants said:

"The course really helped me with facing certain fears and anxieties"

" I am 50 years of age, and I am only now getting to understand art through this course"

"I think this is the first time I have finished something, and I feel pride in that"

GreenHouse
Our GreenHouse project secured a further grant to support its ongoing work, providing 153 weekly accessible group sessions across some of our in-house gardens and allotment and out and about in public green spaces. Over the year, 149 people benefitted from learning new skills, getting active, developing gardens of their own and accessing community spaces and programmes they might not usually.

Our innovative Exploring-Self-In-Nature courses, in collaboration with Stepney City Farm, and informed by art therapy and eco-psychology practice provided participants with social group work. The sessions enabled them to connect with nature, themselves and others and think about next steps in their growth.

We took groups of service users on overnight camping trips during the summer to Lee Vally where they enjoyed walks, games and outside cooking. They also produced photography, field recordings and film footage.

GreenHouse participants said:

'*This course really helped motivate me"*

"I feel more connected with nature and creativity."

"Being right by nature and by a pond made me feel relaxed"

"It's like getting your voice back"

"It was a really enjoyable experience, I feel I gained so much"

SoundHouse
The mainstay of our music programme activity over the year has been the network of participants, peers, volunteers and freelancers we've established at Islington Arts Factory (IAF), and the work at our on-site music studios in Lewisham and Westminster.

With fantastic support from our partner, Joe Strummer Fund, we delivered weekly learning individual and group sessions. We developed new community links for ongoing progression for young people including The Roundhouse and engaged with the Joe Strummer Fund's wider network for live performance opportunities at several gigs across London for both young people and adults.

The partnership, based on the power of collective and creative music opportunities, went live in Spring 2023 and supports Soundhouse's aim of engaging artists and creatives with experience of homelessness to create new and original music and media, and to build social connection and community.

The Fund builds on and supports the legacy of Joe Strummer's life and the work of the Foundation established after his death with proceeds raised through it, including from the legendary Strummerville field sessions at Glastonbury, being directed into the Soundhouse programme.

SoundHouse participants said:
"When I got here the stress went away in moments."

"SoundHouse has helped me a lot with making my music, because when I first came to this country, I had no place or sense of direction of where to start.."

"The vibe that I got when I walked in was people just laughing and smiling"

SoundHouse worked with 122 people over 476 sessions.

Sport Project
Our Sport Project was successful in securing National Lottery funding through Reaching Communities England, to build on the award-winning work we've undertaken over the last six years. The new four-year project expands the reach of the programme, bringing our good practices to homelessness and sports sector peers. It will also see us offer a new occupational pathway for people with lived experience within physical activity and add a greater emphasis on education, training and employment progression generally.

New funding from London Marathon Trust and our grant from the NFL also helped us expand our offer to young people, including work with our asylum-seeking refugee service. We have introduced NFL Flag, football, and basketball sessions and plan to hold our very first young people's-only Sports Day event.

Our TFL-funded cycling programme saw us engage 48 clients, building 46 bikes with them, over 84 sessions and expand the work into two new boroughs with a focus on our mental health services.

Over the year 264 clients benefitted from the 1,066 sessions delivered plus trips incl. an NFL game at the Tottenham Hotspur stadium, football stadium tours at Arsenal, Go Ape and ice skating at Christmas. There were 22 sessions delivered weekly, and in July we brought together 25 services and 223 clients, staff and volunteers to celebrate our 5th (and highest-ever attended) annual Sports Day.

> **Sylvia**
> Sylvia has been a part of our Sport Project for almost two years. Initially, she took part in in-house sessions which included chair aerobics, table tennis, and general fitness activities. She moved on from the hostel into her own accommodation, supported by Single Homeless Project, and was keen to remain active. Sylvia started to attend one of our community-based table tennis sessions. She took such a leading role in these sessions, helping set up and pack away and supporting new participants. Recently, she took on a prominent role in our table tennis session designed for our Camden based residents. She now volunteers for the sessions, delivering the weekly session, which is well attended, liaises with the venue and ensures the session is well equipped, assisting wherever necessary. Recently, she has approached table tennis coaches to discuss the potential of expanding the session. In a short space of time, she has taken the initiative and is an integral part of the success the session has had. Due to her commitment and motivation to make the session as inclusive as possible, we have had a lot of interest, and we are looking forward to seeing how it progresses in the near future.

Therapy services
We provide weekly, bespoke counselling and psychotherapy to our clients at our services. Our therapy offer is particularly critical for our clients, the majority of whom have experienced great trauma in their lives. This is because there are serious and ongoing issues with a lack of mainstream mental health services, particularly for people using substances and with specific mental health diagnoses (or unmet needs). Over the past year, we have worked with 143 young people and adults over 792 sessions.

This year, we introduced a specialist young person's psychotherapy service offering both individual therapy, and group work that enables shared experience and discussion of issues pertinent to young

people's mental health. Since October 46 young people have either started therapy or are receiving other direct support from the psychotherapist around their mental health.

82% of our clients showed a positive improvement in mental health following therapy.

Achieving Potential

Our Achieving Potential programme provides our clients with opportunities to enter different forms of education, training, volunteering and employment. This can be a crucial step in leaving homelessness for good and we are committed to offering a variety of pathways for those that want this.

Over the past year, we supported over 2,000 clients with their goals, increasing engagement by over 20% from the previous year. Over 350 clients have entered employment and over 800 have completed accredited education and training courses.

We continued to meet our target that 75% of those entering employment remain in work for the full contract length or over six months. We continue to support our clients once they're in employment, providing our established "In-work support service", and this is a key factor behind these successful results.

Micro-grant scheme
Our clients face significant barriers when it comes to accessing employment, education or training. Our micro-grant scheme helps to address some of financial barriers holding our clients back. In the past year, we supported over 500 clients with £12k worth of grant for things like ID, equipment, clothing, travel costs and IT equipment.

Digital inclusion
People experiencing homelessness are often from the most socio-economically disadvantaged backgrounds and are digitally excluded. Digital access is crucial for peoples' independence – e.g. accessing Universal Credit or GPs, but it's also fundamental in addressing isolation and loneliness. Feeling connected to others can be the difference between someone continuing their journey out of homelessness or falling back into drug-use due to isolation/loneliness – we want to break the vicious cycle between digital and social exclusion.

Over 80% of our clients who responded to our survey reported not having regular access to IT equipment and rated confidence in using IT as low. One client stated: *"To be connected online for me is being able to live"*, whilst another said: *"It's the only way I can access my financial and housing services".*

Our project directly improves digital inclusion for our beneficiaries by distributing refurbished laptops donated from corporate partners and our own IT department alongside providing a tailored and specialist digital course so that clients can get the most out of their devices. From running our pilot course, we understand the wide range of challenges our diverse group of clients face and have tailored our offer to best support them – beneficiaries range from those entrenched in homelessness through to young people aged 16-21 and those within our refugee services.

- We provided over 100 clients with their own laptops and over 200 clients with personalised digital skills coaching. We also ran an eight-week accredited digital skills course for over 100 clients.
- We expanded our internal laptop-rental scheme, using reconditioned laptops provided by our corporate partners and from across our staffing teams, resulting in access to laptops for 250+ clients.

- We provided over 100 reconditioned smart phones from external donations, old staff phones and a partnership we developed with Vodafone.

Peer mentoring
We have continued our popular accredited Peer Mentoring programme. The programme ensures that 'lived experience' is embedded into service delivery and we celebrated as 40 clients graduated as volunteer peer mentors last year. They will all go on to use their experiences and stability to support and guide others.

Partnerships
We ensure our clients are given opportunities to meet and engage with external organisations. Working with existing partners, we coordinated over 25 visits to employers, colleges and training providers across London, with clients supported to build their awareness of potential career paths and confidence to take the first step.

Team expansion
We have increased our value by creating more specialist ETE roles to support specific client groups. This includes a role focussed entirely on young people, with the aim of inspiring and providing pathways into higher education. We also created a role focussed on ETE pathways for women, with the lead coordinator working alongside and in collaboration with our complex needs accommodation services.

Approved Learning Centre
As a registered Approved Learning Centre with AQA's 'Unit Award scheme', we have continued to offer our in-house accredited courses. We have improved outcomes by 25% in this service, with over 500 clients benefiting from this scheme, which often acts as a starting point and catalyst for further learning. Clients have gained accreditations in courses including Digital music creation, Managing Money online, Peer mentoring skills and Introduction to Microsoft Office programmes.

Comeback Kitchen
This year, we re-launched our Comeback Kitchen project, which began its new life in a state-of-the-art commercial kitchen in Leyton. Comeback Kitchen began its life in the middle of the COVID-19 pandemic. The brainchild of one of our own clients, the concept is simple - engage people accessing our services by running cooking sessions using food surplus secured from charity partners. The project in turn creates food parcels for those in need, as well as equipping participants with new skills and confidence.

This innovative and sustainable project has begun a new chapter. This year, we designed and launched a new six-week course, led by our new Project Manager. The course, which continues to use food surplus supplied by the charity The Felix Project, covers everything from food preparation, meal planning, health and safety and stock control. Our clients transform it all into healthy, cooked food parcels that are delivered to the local community and our local clients.

We would like to thank The Story of Christmas for their £102,000 funding to develop the site into a functioning kitchen that is ready for the programme to take place. Also, thanks to Kilburn & Strode who provided funding to run the programme on a day-to-day basis.

The course empowers clients to:

- achieve a Level 2 Food Safety and Hygiene certificate
- gain new cooking skills for independent living
- complete an AQA-accredited Food and Catering certificate
- access to ring-fenced job opportunities into the world of catering and hospitality

Our fundraising

In 2023/2024, we secured £1,801,737 income from a wide range of Trusts, Foundations, corporate partners, individual supporters, and high-value donors. Despite a challenging year caused by the cost-of-living crisis negatively affecting our supporters and donors, and the significant competition for corporate partnerships and Trusts and Foundations grants we achieved well above our forecasted annual income which has supported the aim of growing and expanding programmes that are vital for our clients to break the cycle of homelessness.

Breakdown of funds secured:
1. Trusts and Foundations – £751,651
2. Corporate donations – £410,827
3. Events – £103,062
4. Individual Donations – £533,526

We are proud to highlight some of our important funding partnerships and fundraising moments below:

Addressing the unmet needs of our clients
The Opportunities and Health Programmes are solely funded through Trusts, Foundations and voluntary income. The growth, reach and increased impact of the programme wouldn't be possible without the support and funding provided by: Reaching Communities National Lottery Fund, KKR Foundation, BUPA, Jos Strummer Fund, JTI, London Marathon Events, London Housing Foundation, NFL Foundation, TfL Walking and Cycling Grants, Islington United Charities, The Nicol Family Charitable Fund, Compass Funding, Portal Trust, StarLizard, Nvieneh Trust and Cripplegate.

The Achieving Potential programme is fully funded through Trusts, Foundations, corporate grants and donations. The increased impact and growth of the programme wouldn't be possible without the funding from: Qsix, Nationwide Foundation, Blackrock Gives, Paddington Development Trust, The National Grid Community Grants and Workspace, The Story of Christmas, Kilburn & Strode, and Linklaters. The programme gives our clients a helping hand in starting their employability journey.

The emergency grants programme
Thanks to the ongoing support from our individual donors, we distributed over 1000 emergency grants to clients who lacked necessities such as photo IDs, clothing, mobile phones, food and energy vouchers and move-on packs which enabled our clients to furnish their new homes. Our ongoing partnerships with the Society for the Relief of Distress, Qsix, Westminster Almhouses and Cripplegate Foundation also enabled us to access further support for our clients, providing grants for immediate support as well as support their employability journeys.

Our corporate partners
In 2023/2024, we have been privileged to sustain most of our existing corporate partnerships and extended several of them longer than initially anticipated. These include Workspace, The Value Engineers, 2CV, Qsix, Vixio, LinkedIn, CAMA, KKR, Euromonitor, The Brewery, JTI, Shaftesbury Capital, Carlyle, CFC Underwriters, Deltra Group, Edmonds Elder, Frontiers, MediaHub, Mondrian, North Highland, OKTA, OSTTRA, Pact Coffee, and The Last Bunch. We also added some exciting corporate partners including Foxtons on an initial two year Charity of the Year partnership, POD Management, Linklaters, Arnold & Porter, Cousins, Google Deep Mind, ISG, Kilburn & Strode, Shoosmiths, SIX Financial, and Teacher Stern.

Appeals and events
Annual Christmas appeal - Our 2023 Christmas appeal raised £598,715 of unrestricted funds which was a 77% increase in comparison with the previous year. The funds raised has helped us support more clients into independence and to provide:

- Christmas dinner funding for 695 clients staying at our accommodation services
- 875 gifts and Christmas vouchers for the clients in our hostels
- 150 food vouchers for the most in need supported by our Floating Support services
- Decorations to 36 hostels and 389 volunteers to support the activities

Challenge events
In 2023-2024, we saw 480 individuals taking part in skydives, half marathons and the London Marathon raising over £103,062. A particular highlight was the Hackney Half Marathon where 220 people decided to choose Single Homeless Project as their charity to run and raise vital funds to help end homelessness in London.

Volunteering and non-cash donations
In 2023-2024, we received support from 393 volunteers who helped us deliver ongoing activities for the clients, spruce-up our hostels and green spaces and support our colleagues in preparing Christmas meals for the people who we support. We are incredibly grateful for the support we received from a wide range of companies, foundations, trusts, groups and individuals who provided us with one-off donations, or long- term support towards our work.

Fundraising Regulator
Single Homeless Project is registered with the Fundraising Regulator and works in a way that demonstrates our commitment to good fundraising practice. Our charity follows all requirements set out in the Code of Fundraising practice, including those which relate to interactions with vulnerable individuals.

The Fundraising Team members attended Safeguarding Adults and Safeguarding Children and Young People obligatory training. Our supporter and donor data is GDPR compliant and all the consent options and privacy statements are regularly reviewed. In 23/24 there was one complaint received which related to the changes of the donation pages on the Single Homeless Project website. The complaint was resolved to the satisfaction of the complainant. There have been no failures to comply with the Code of Fundraising Practice. Our adherence to the Code of Fundraising Practice sets out the main ways we ensure that we protect vulnerable people and members of the public from unreasonable or unwanted behaviour.

Our influencing

Last year we focussed our influencing in two areas. We called for:

- Urgent Government leadership and action to end women's rough sleeping
- The Government to unfreeze the Local Housing Allowance immediately to prevent thousands more being forced into homelessness and to unblock beds in hostels where people are unable to move on to private rented accommodation.

By using our insight and expertise and listening carefully to our clients, we are acting as a voice for change, particularly on matters that impact homelessness in London.

Calling for systemic change to help women

Single Homeless Project has again taken a lead role in both the planning and delivery of the 2023 women's rough sleeping census and in a range of influencing activities to bring about widespread policy and practice change in how women's rough sleeping is recognised and responded to.

This year, we have led on the census in partnership with Solace, with support from London Councils and the GLA. As previously, the work has been overseen by the Life off the streets women's workstream.

Together with the census core team, we ensured that the census took place in London in 2023 by:

- developing the 2023 census methodology using feedback from the 2022 pilot census and lived experience perspectives
- engaging cross-sector stakeholders across London in the census
- creating and disseminating training and guidance for participants
- working with local authority census leads to plan census outreach shifts, service-based activities and data meetings
- recruiting and distributing volunteers to support with census activities
- regularly sharing learning and recommendations from the census work back to the Life Off the Streets women's rough sleeping workstream, the Life Off the Streets core group, and with other stakeholders more widely.

The census ran from 5 September – 2 October 2023 and was launched at a briefing delivered by the census team at one of our women's services, with attendance from Minister for Housing and Homelessness Felicity Buchan MP, and representatives from Camden council, the GLA and London councils, as well as outreach volunteers who were undertaking the census.

The 2023 census also went beyond London for the first time, with 14 local authorities nationally taking part. This was a key achievement in demonstrating that the census is replicable on a national scale, and necessary outside of London - both key points to illustrate in the ongoing discussions with DLUHC about how the census can and should be replicated by all local authorities annually.

The London census data has been presented and analysed in a comprehensive report written by Single Homeless Project and Solace. Key headlines include:

- 391 survey responses were received across London, over double the figure from the pilot census in 2022 (154 survey responses received). This is likely to be due to increased familiarity with the census, with many boroughs completing it for the second time, and a higher level of engagement from services in census activities. The survey responses may also reflect an increase in women's rough sleeping in London from 2022 to 2023.
- 656 known women were counted in the data meetings across 17 boroughs, and 193 additional women were noted as those services knew about but couldn't provide details for.

- Women reported sleeping rough/sheltering overnight in a variety of 'hidden' locations including A&E waiting rooms, on buses or trains, in squats, and in many other locations where they are unlikely to be identified by outreach workers tasked with verifying and supporting people sleeping rough.
- As with the 2022 census, women reported rough sleeping patterns which were transient and intermittent, meaning they are less likely to be identified by outreach workers tasked with verifying and supporting people sleeping rough. For example, a significant proportion of women (120 women) reported that they had spent the night walking around.

Researchers at Change Grow Live are working closely with us and Solace to deliver a report bringing together the census data from all areas nationally that piloted it, as well as recommendations for national change.

Tackling major economic drivers of homelessness in London

As a charity, we prevent homelessness for thousands of Londoners every year and we help people move from temporary accommodation into a private rented property. In both cases, the Government's low Local Housing Allowance is hindering our efforts and not giving Londoners a fair chance.

We drew attention to this in December 2023 by releasing new analysis showing that one Londoner is forced into homelessness every 8.5mins. We called for the Local Housing Allowance to be unfrozen immediately (not wait until April '24) to give Londoners a fair chance.

Unfreezing the Local Housing Allowance (LHA) right now would have meant:

- Preventing homelessness for many hundreds of Londoners who will otherwise face rent arrears and eviction before April '24
- Hundreds of spaces in temporary accommodation and hostels could be freed up to help people off the streets as those currently stuck there would be able to afford to move into private rented accommodation

Our calls were featured in media The Government did not increase the Local Housing Allowance immediately but will go ahead with a one-off increase as planned in April '24. We will call for the Government to increase benefits every year and end uncertainty for tenants and landlords.

Our people

The achievements in this report are accomplished through the hard work, 24/7 by our fantastic people.

At the end of the year, our workforce was 843 strong, including 587 employees and a bank of 256 locum workers. During the year, we were sad to say goodbye to 17 staff across three services due to their two commissioning local authorities taking the services in-house as part of service reorganisation to reduce costs.

As with last year, the constrained financial environment for commissioners has limited our ability to increase pay enough to keep up with high inflation. This persisted throughout the year, even though it had reduced significantly by the end of the year. As a committed Living Wage Employer, we were pleased that we could increase the salaries of our lowest paid staff by 8% at the beginning of the year, but the 2.5% increase in salary for all other staff did not keep pace with inflation. Reports of staff struggling with cost of living pressures and homelessness became more common during the year and led to discussions with commissioners regarding additional funding to address exceptionally high inflation and increased our resolve to make funding a higher cost of living award for the next financial year a priority.

Despite these pressures, there has been much to celebrate in the year:

- In June, we held the first in-person staff conference since the pandemic. The conference received fantastic feedback, brought people together and created excitement around client co-production of services, staff wellbeing and recognising the achievements of all our teams.
- Our Silver Investors in People was retained and renewed following an assessment process. From the process, we learned that staff were clearer than ever about our values and priorities and that staff appreciated our culture of empowerment and trust. We also learned that we need to go even further to ensure all managers are equipped to support their staff, particularly around their wellbeing.
- In December, the results of our Equality Diversity and Inclusion survey told us that the majority of staff were aware of our ED&I networks and policies and felt confident in their knowledge surrounding LGBTQIA+ identities, issues, intersectionality and how this impacts on clients. Staff also told us that they feel they belong here, that there is equal opportunity to progress regardless of background and that there is a good training offer around inclusion and diversity. We also shared back to staff concerns arising from the survey: firstly that too many staff reported prejudice or discrimination from clients and colleagues and that this was predominantly based on race; and secondly that significant numbers of neurodivergent staff felt unsupported and were reluctant to disclose their conditions at work. We published an ED&I plan to address these concerns.

Both IIP and ED&I surveys provided positive feedback on learning and development. Worthy of particular note are the 26 trainees who started work with us during the year and were supported to move into permanent roles directly working with a caseload of clients. The trainee programme provides career changers and starters with a route into this equally rewarding and challenging work. All new client facing staff, including our trainees, complete Our Way of Working training to ensure they follow our trauma-informed approach to working with clients.

Financial review

Results for 2023/24

In 2023/24 Single Homeless Project's turnover was £41.05m (2023 £38.9m).

Income from our fundraising activities has improved during 2023/24 both in respect of unrestricted and restricted funds.

The result shows an overall surplus of £420k (2023: overall surplus of £191k) i.e. unrestricted surplus of £405k (2023: unrestricted surplus £263k) and restricted surplus of £15k (2023: deficit of £72k). This is a positive position and we have continued to build on this during 2023/24 and aim to continue the positive trend in future years. The result also includes the impact of an inflationary increase to staff salaries as well as the increase to the London Living Wage implemented from April 2023.

During the year to increase efficiency and improve the way we work, we continued to invest in our infrastructure. We started introducing Microsoft Dynamics 365 (CRM) from start of 2022 and have continued to expand its use in the business for areas like recording / managing property repairs and supplier invoice approvals with delegated authority for approvals embedded into the processes.

The continued investment in our infrastructure has provided us the improvements and much-needed flexibility and portability to work from anywhere and from most devices which have internet access. The investment continues to add to our desire of flexibility to scale our capacity to meet the growth when new opportunities arise in the future.

We continue to work in a challenging environment where our performance has been affected by funding reductions from central government to local authorities, and the knock-on effect for organisations like Single Homeless Project; the need to increase the use of agency staff in order to set up urgent services; voids due to delays in re-let works and availability of suitable referrals; and increased arrears as a result of delays in payments from local authorities. As most of our properties are owned by Registered Providers, we are required to pay rent for each bed space regardless of whether the rooms are let, or the rent is being paid.

We continue to take every opportunity to improve our financial performance using new technology and solutions. This includes:

- Continuing to invest in Microsoft Dynamics 365 (CRM) (started during 22/23) for organisation-wide ability to provide one main hub for the core information. This project will span across multiple years as the scope and functionality offered by this solution is multifaceted with an ability to offer Single Homeless Project a chance to streamline its processes considerably.
- Investing in Power-Bi reporting solution for all our corporate reports and dashboards. This has enabled organisation wide visibility and up to date information on current voids and arrears.
- Continued focus on improving recovery of rents and service charges and to reduce bad debt and write-offs.
- Improving procurement of suppliers and performance monitoring.
- Continuing to diversify our income sources beyond local authority contracts.
- Continuing our recruitment drive to employ permanent staff across all our services to reduce agency expenditure.

Despite the challenging environment, Single Homeless Project's financial position remains strong, with year-end reserves of £6.6m (2023: £6.2m). Of these, £1.7m are restricted (2023: £1.7m). Cash

and short-term deposits amounted to £5.1m (2023: £3.2m), a vastly improved position to the previous year, the position also includes interest income of £72k during the year.

Key financial performance indicators
Single Homeless Project monitored financial performance against the following four key indicators during the year:

- **Surplus: 1.01%** (2023: Surplus 0.87%) Unrestricted surplus as a percentage of unrestricted turnover; a measure of financial sustainability over the long term. Target break-even. This is above target, a planned improvement in comparison to the previous year.
- **Overheads: 10.87%** (2023: 12.20%) Central Overheads (re-charged to projects/services) as a percentage of total costs. A key efficiency indicator used by donors and funders. Target: below 15%.
- **Staff expenditure: 98%** (2023: 100%) Actual expenditure against budget. Target 100% of budget. This is the largest single element of Single Homeless Project's expenditure. Whilst agency and locum staff covering vacant posts have still been a factor, we have been able to stay within budget for staff costs in 2023/24.
- **Income vs budget: 99.8%** (2023: -1.07%) The extent to which turnover falls short of (or exceeds) budget. Target 1% higher. Whilst turnover is slightly below budget, savings in expenditure still helped achieve a higher than budgeted surplus.

Reserves policy

The Board's policy is to designate funds for anticipated expenditure which is expected to enhance our services or is critical to ongoing services. Movements in reserves are set out in the financial statements.

Single Homeless Project is committed to working with our clients over the long term, however the income associated with our projects and key elements of our costs can be unpredictable. In the event that our activities proved loss-making, it would take time for us to re-price projects, and/or reduce costs to return to break- even. Therefore, to avoid excessive risk of Single Homeless Project's liabilities being greater than its assets and/or it being unable to pay its debts as they fall due, the Board's policy is to build a general fund of £2.0m. This represents approximately three years of cash outflow under a stressed scenario. This includes circumstances where costs may rise unexpectedly and revenue streams do not increase, or we lose contributions from contracts which are re-tendered or de-commissioned.

At the year-end, **general reserves amounted to £2.5 m (2023 - £2.4 m)**.

Having reviewed Single Homeless Project's cash flow projections for the coming year, the Board is confident that Single Homeless Project has sufficient funds to continue as a going concern, and to meet its objectives.

Capital reserve - This reserve of £1.7m reflects Single Homeless Project's investment in its building at 245 Gray's Inn Road. This is one of the principal locations from which Single Homeless Project's services are provided. The capital is therefore not readily convertible into liquid funds.

The following funds have been designated based on the Board's expectations of likely calls on Single Homeless Project's resources over and above its day-to-day operations:

- **Relocation/refurbishment -** £50k is set aside to finance the costs of modifying our offices to meet our ongoing business requirements.
- **Information technology -** £75k. This reserve has been earmarked for planned investment in our IT, Housing and HR systems.

- **Asset Investment -** this reserve has been established for the first time in 2023/24 at £600k. The reserve is to help establish a property fixed asset allowing Single Homeless Project to further our objective to provide accommodation for our beneficiaries.
- **Asset cover for funds** - Note 16 sets out an analysis of the assets attributable to the various funds. These assets are sufficient to meet Single Homeless Project's obligations on a fund by fund basis.

Principal risks and uncertainties

In the last year, the Trustees re-assessed the risks to which Single Homeless Project is exposed. The most significant of these are:

- The loss of revenue because of funding cuts from local authorities, leading to financial instability.
    - Mitigation/control measures
        - risk spread by working across several boroughs as well as continuing to diversify income beyond local authority sources.

- Serious incidents leaving staff or clients at risk of harm or injury; serious incident or service failure leading to reputational damage.
    - Mitigation/control measures
        - Robust health and safety policies and mandatory training for staff
        - Regular review of incident management & recording processes; serious incident reviews and learning
        - Local and business continuity plans in place.

- Level of staff vacancies impacts on service provision for clients, and temporary staff are used at higher cost.
    - Mitigation/control measures
        - Competent, adequately resourced Recruitment Team with expert advice from advertising agency with knowledge of our sector.
        - Managed preferred supplier list of agencies to supply temporary staff; well managed locum bank of staff to provide short-term cover for vacancies.
        - Maintaining salary position in sector

We have quantified the risks by considering their probability and impact and as a result, have been able to delegate responsibility to senior staff to ensure controls are in place to manage them.

The Board recognises that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

We hold the ISO 9001 2015 Quality standard. Being able to demonstrate our management system meets these quality management requirements has enhanced our ability to systematically assess, plan, control and monitor risks.

Environment & Sustainability – ESOS Review Summary

The Energy Savings Opportunity Scheme (ESOS) is a mandatory energy assessment scheme for large UK organisations and their corporate groups. It requires an audit of the energy used by your buildings, industrial processes and transport to identify cost-effective energy-saving measures. A large organisation is any company that either:

1. Employs 250 or more people,
2. Has an annual turnover in excess of £44 million, and an annual balance sheet total in excess of £38 million.

Single Homeless Project meets the criteria for point one – employing more than 250 people and therefore we must comply with ESOS Phase 3 regulations.

As part of SHP's assessment, we have appointed Red Gorilla and What's the Payback Ltd to complete the report. They have calculated our total energy consumption, identified our areas of significant energy consumption, and created recommendations to save energy. To fulfil the ESOS legislation, ESOS energy audits following the ISO50002 methodology have been completed, identifying general savings opportunities. These were selected because they allowed a representative sample of Single Homeless Project's sites to be audited.

Single Homeless Project's annual total UK energy consumption was analysed for one year and the findings are summarised below.

Currently we do not have comparative data for previous years as this is the first year SHP has been required to report under the ESOS Phase 3. We will continue to monitor progress and include comparatives next year.

	BUILDING Energy Consumption (kWh)	Energy Consumption %	Average Rate (£) £/kWh	Cost £/year	Cost %
Electricity	1,766,668	31.96%	0.2500	£207,416	74.59%
Gas (or other heating)	829,663	68.04%	0.0400	£70,667	25.41%
Total	2,596,331			£278,083	

	Total Energy Consumption (kWh)	Significant Energy Consumption (kWh)	% of Total Energy Consumption
Transport*	0	0	0%
Building	2,596,331	2,596,331	100%
Processes*	0	0	0%
Other	0	0	0%
Total	2,596,331	2,596,331	

	Total Energy Consumption (kWh
SHP Total Energy Consumption (TEC)	2,596,331

	BENCHMARK
Building Energy Intensity (kWh/m2)	191.70

SHP assessed Significant Energy Consumption (SEC)	2,596,331			
Percentage of Energy Subject to ESOS compliant audit	100%		Process Energy Intensity (kWh/Product Output)	

* Single Homeless Project did not consume any transport or process energy during the period.

Several recommendations have been made following the report and Single Homeless Project intends to push to implement the first stage of the zero cost recommendations immediately. These include behaviour changes such as ensuring computers are switched off when not in use and improving controls by adjusting HVAC settings and reducing heating set points where possible.

Further recommendations are those with a low implementation cost and short and long term investment options. These include boiler optimisers, energy efficient lighting, heat transfer fluids, refrigeration, Solar PV, energy monitoring and smart TVR's. These options need to be considered as a wider part of SHP's investment strategy as well as how implementation can be achieved for the sites which are not owned by SHP, as this makes up the majority of our energy consuming buildings.

Future plans

An independent survey of our commissioners was carried out in 2023 with extremely positive feedback. Many commissioners expressed their satisfaction with how closely our mission and values aligned with their own priorities. The view was that we hadn't compromised our values to secure contracts or in the delivery of services and support for clients. As a charity founded by six homeless men creating the change they wanted to see in the world, our origins and values will always shape our service and the way we work.

We will continue to run services that meet the range of needs of our clients, helping people at risk of homelessness to stay in their own homes, operating outreach for rough sleepers, hostels for people facing multiple disadvantage and supported housing for young people – preventing rough sleepers of the future.

We also plan to:

- Expand employment support for our clients with the support of corporate partners as well as exploring other funding opportunities to support people into work and to maintain employment

- Obtain Ofsted accreditation for services accommodating 16–17-year-old looked after children and care leavers

- Obtain Domestic Abuse Housing Alliance (DAHA) accreditation to improve our response to domestic abuse across our services

We will continue our influencing work, focusing on areas where we have knowledge and expertise and can evidence with our data, and the lived experience of our clients.

We will build on the results of the second annual census of women rough sleepers carried out in October 2023. The data review estimated there may be up to nine times as many women rough sleeping across England than the Government's annual Rough Sleeping Snapshot suggests. We will continue to call on the government to change the way counts are done to ensure the scale of women rough sleeping is properly recorded and adequate services funded to meet this hidden need.

We have already demonstrated how essential health navigation and primary health in-reach in hostels are to meet the chronic health needs of people who are homeless. In the next year, we will continue to work with our commissioners and government to both highlight the need in services and to make the case to fund services at the right level and in the right way.

Our current strategy is under review as we consider how best to meet the challenges ahead and to increase our resilience in doing so. We also look forward to continuing to work with the GLA after the recent mayoral and assembly elections, and to working with the new government to ensure homelessness is prioritised by them.

Structure, governance and management

Governance

Single Homeless Project is a charity and a company limited by guarantee with no share capital. None of the Trustees has any beneficial interest in Single Homeless Project. All Trustees are members of the company and guarantee to contribute such amount as may be required (not exceeding £1) to its assets in the event of a winding up.

Single Homeless Project's business is conducted under the framework of its governing Articles of Association.

Trustees are selected by open advertisement. In accordance with the Articles of Association, one third of the Trustees resigns by rotation each year and, if willing, stands for re-election at the September Board meeting alongside any prospective new Trustees and Trustees co-opted during the year.

During the recruitment process prospective Trustees are interviewed by Board members, meet the Chair of the Board and the Chief Executive and are briefed on Single Homeless Project's work, strategy and its governance arrangements. They are also required to visit scheme-based services and to observe at a Board meeting. Once elected or co-opted, all Board members participate in a programme of regular visits to Single Homeless Project services which enable members to meet staff and clients, to develop a more in- depth understanding of the service and some of the challenges faced and the outcomes achieved, and to provide feedback to the Board.

The Board advertised early in 2024 and recruited four trustees who have subsequently been co-opted onto the Board.

The Nominations and Governance Committee and the Services Committee are now established and have met throughout the year.

Organisational structure

Single Homeless Project's Board has ultimate responsibility for all aspects of Single Homeless Project's work, in particular determining strategy and direction, setting the annual budget and monitoring performance and service delivery.

In addition to the Board, Single Homeless Project has four committees: Finance and Audit, Quality (subject to review), Remuneration and Property.

- The Finance and Audit Committee is responsible for monitoring Single Homeless Project's financial performance, risk management and probity. It also oversees Single Homeless Project's pension arrangements.
- The Services Committee monitors client services and outcomes, safeguarding and client satisfaction.
- The Nominations and Governance Committee oversees the charity's governance arrangements; the approach to Board renewal and succession planning; corporate pay policy and recommends executive remuneration levels to the Board.
- The Property Committee meets on an ad hoc basis and oversees the purchase of premises or accommodation for Single Homeless Project.

The Board delegates day-to-day running of the organisation to a qualified, salaried senior management team led by the Chief Executive with membership including the Director of Services and Deputy Chief Executive, Director of Finance, IT and Facilities, Director of Human Resources and Organisational Development and Director of Business Development and Fundraising.

Remuneration policy for key management personnel

Single Homeless Project's Pay Policy lays out the following steps for setting pay for roles in Single Homeless Project:

- A two-yearly external salary benchmarking report based on relevant sector comparators
- A two-yearly review of our target benchmark position for a range of key posts addressing any under- or over-payment issues of concern appropriately which have been identified in the two-yearly reviews, above

Currently, Single Homeless Project's current target benchmark position is the median position.

The Nominations and Governance Committee of Single Homeless Project's Board of Trustees are responsible for approving the policy and process for reviewing Executive Management Team remuneration, taking appropriate independent advice and making recommendations to the Board of Trustees. The Board are responsible for considering these recommendations and approving any decisions about Executive Management Team pay.

Statement of trustees' responsibilities

The trustees (who are also directors of Single Homeless Project for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of Single Homeless Project's affairs and of its incoming resources and application of resources, including the income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the organisation will continue in operation.

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

In so far as the trustees are aware:

- there is no relevant audit information of which Single Homeless Project's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report which includes the strategic report has been approved by the trustees on 17 July 2024 and signed on their behalf by:

Liz Rutherfoord, Secretary



3. Independent auditor's report

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other Information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:
We enquired of management and the Finance and Audit Committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:

- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;

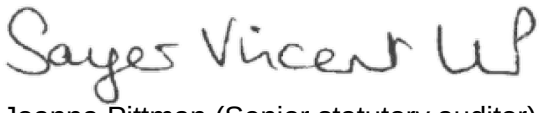
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with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

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

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

Use of our report

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



Joanna Pittman (Senior statutory auditor)
2 September 2024
for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON,
EC1Y 0TL

Single Homeless Project

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

For the year ended 31 March 2024

	Note	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Income from:							
Donations and legacies	2	979,510	648,880	**1,628,391**	526,603	652,001	1,178,604
Charitable activities							
Client services	3	38,847,887	173,346	**39,021,233**	36,656,951	670,830	37,327,781
Investments - interest receivable		72,196	-	**72,196**	50	-	50
Other sources	4	265,851	-	**265,851**	390,602	-	390,602
Surplus from Sale of Park Road Property		-	65,500	**65,500**			
Total income		40,165,444	887,727	**41,053,171**	37,574,206	1,322,831	38,897,038
Expenditure on:							
Raising funds	6	522,218	-	**522,218**	318,472	-	318,472
Charitable activities							
Client services	6	39,144,362	966,146	**40,110,508**	36,783,417	1,604,136	38,387,553
Total expenditure		39,666,580	966,146	**40,632,726**	37,101,889	1,604,136	38,706,025
Net income / (expenditure) for the year before transfers	7	498,864	(78,420)	**420,445**	472,317	(281,305)	191,012
Transfers between funds		(93,905)	93,905	**-**	(209,314)	209,314	-
Net movement in funds		404,959	15,485	**420,445**	263,003	(71,991)	191,012
Reconciliation of funds:							
Total funds brought forward		4,552,688	1,676,745	**6,229,433**	4,289,685	1,748,736	6,038,421
Total funds carried forward		4,957,647	1,692,231	**6,649,878**	4,552,688	1,676,745	6,229,433

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 17 to the financial statements.

Single Homeless Project

Balance sheet

Company no. 1741926

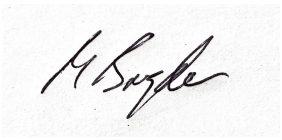
As at 31 March 2024

	Note	£	2024 £	£	2023 £
Fixed assets:					
Tangible assets	11		**2,545,772**		3,045,285
			2,545,772		3,045,285
Current assets:					
Debtors	12	**4,270,523**		4,251,865	
Short term deposits		**15,001**		15,001	
Cash at bank and in hand		**5,119,340**		3,156,374	
		9,404,864		7,423,240	
Liabilities:					
Creditors: amounts falling due within one year	13	**(5,300,758)**		(4,239,091)	
Net current assets			**4,104,107**		3,184,149
Total net assets			**6,649,878**		6,229,433
The funds of the charity:	17a				
Restricted income funds			**1,692,230**		1,676,744
Unrestricted income funds:					
Designated funds		**2,437,678**		2,142,678	
General funds		**2,519,969**		2,410,010	
Total unrestricted funds			**4,957,647**		4,552,688
Total charity funds			**6,649,878**		6,229,433

Approved by the trustees on 17 July 2024 and signed on their behalf by



Jon Rosser
Chair



Peter Brogden
Treasurer

Single Homeless Project

Statement of cash flows

For the year ended 31 March 2024

Reconciliation of net income to net cash flow from operating activities

	2024 £	2023 £
Net income for the reporting period (as per the statement of financial activities)	420,445	191,012
Depreciation charges	151,489	174,143
Dividends, interest and rent from investments	(72,196)	(50)
Profit on Sale of Park Road	(65,500)	–
(Increase) / Decrease in debtors	(18,659)	(548,018)
(Decrease) / Increase in creditors	1,061,666	(437,007)
Net cash used in operating activities	1,477,245	(619,919)

	Note	2024 £	£	2023 £	£
Cash flows from operating activities					
Net cash used in operating activities			**1,477,245**		(619,919)
Cash flows from investing activities:					
Dividends, interest and rents from investments		72,196		50	
Sale of fixed assets		522,695			
Purchase of fixed assets		(109,170)		(17,596)	
Net cash used in investing activities			**485,721**		(17,546)
Cash flows from financing activities:					
Repayments of borrowing		–		(433,333)	
Net cash (used by) / provided by financing activities			**–**		**(433,333)**
Change in cash and cash equivalents in the year			1,962,966		(637,465)
Cash and cash equivalents at the beginning of the year			3,171,375		4,242,174
Cash and cash equivalents at the end of the year			5,134,340		3,171,375

Analysis of cash and cash equivalents and of net debt

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash at bank and in hand	3,156,374	1,962,965	**5,119,339**
Notice deposits (less than 3 months)	15,001	–	**15,001**
Total cash and cash equivalents	3,171,375	1,962,965	**5,134,340**

1 Accounting policies

a) Statutory information

Single Homeless Project is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 245 Grays Inn Road, London, WC1X 8QY.

b) Basis of preparation

The financial statements have been prepared in accordance with the Charities SORP FRS 102, "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)", FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Companies Act 2006.

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

The accounts have included the tangible assets for Elms at fair value at the point of acquisition.

Key judgements that SHP has made which have a significant effect on the accounts include estimating the provision for bad debts arising from arrears of rent and service charges.

c) Public benefit entity

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

d) Going concern

The Trustees consider that there are no material uncertainties about SHP's ability to continue as a going concern.

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

e) Income

Income is recognised when SHP 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 the amount can be measured reliably.

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

On receipt, donated gifts, professional services and facilities are recognised on the basis of the value of the gift to SHP which is the amount SHP 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 SHP can be measure the amount reliably; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Restricted funds are used for specific purposes set out by donors. Expenditure which meets these criteria is charged to the fund. Unspent balances are carried forward for use in future years. The purposes and uses of restricted funds are set out in the notes to the accounts.

Unrestricted funds are other incoming resources received or generated for SHP's charitable purposes.

Designated funds comprise funds which have been set aside at the discretion of the Trustees for specific purposes. The purposes and uses of designated funds are set out in the Trustees' report.

1 Accounting policies (continued)

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 SHP incurs in seeking voluntary contributions from third parties, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services to clients in accordance with SHP's charitable purposes, and their associated support costs

Expenditure includes attributable VAT which cannot be recovered.

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 functions, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

- Client services 88%
- Support and governance costs 12%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on direct costs, of the amount attributable to each activity

- Client services 100%

Governance costs are the costs associated with SHP's governance arrangements. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of SHP's activities.

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Freehold land and buildings are stated at cost with the exception of Elms assets recognised at fair value at the date of acquisition, which is now the deemed cost. Freehold land is not depreciated.

Movable assets and all computer hardware and software costing over £1,000 are capitalised.

Tangible assets are stated at cost less depreciation.

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

- Buildings 50 years
- Office furniture and desktop equipment 4 years
- IT equipment 3 years
- Hostel furniture and equipment 2 years

m) 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.

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and bank balances accessible at less than 24 hours' notice. Short term deposits are accessible at more than 24 hours' notice, but less than three months.

1 Accounting policies (continued)

o) Creditors and provisions

Creditors and provisions are recognised where SHP 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.

SHP 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.

p) Pensions

SHP operates a group personal pension scheme and an auto-enrolement pension scheme with defined employer's and employees' contributions. The pension costs charged in the accounts represent the contributions payable by SHP during the year.

2 Income from donations

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Cripplegate Foundation		2,958	**2,958**		1,542	1,542
Achieving Potential		146,862	**146,862**		97,784	97,784
Project Kali		48,138	**48,138**		93,826	93,826
Green House		30,840	**30,840**		33,943	33,943
Sound House		68,538	**68,538**		44,000	44,000
Arts House		19,412	**19,412**		18,755	18,755
Psychotherapies		53,342	**53,342**		71,795	71,795
Westminster Almshouses		10,219	**10,219**		15,350	15,350
Health Programme		195,957	**195,957**		275,007	275,007
Comeback Kitchen		72,615	**72,615**		–	–
Other donations and grants	979,510		**979,510**	526,603		526,603
	979,510	648,880	**1,628,391**	526,603	652,001	1,178,604

3 Income from charitable activities

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Rents and service charges	14,555,682		**14,555,682**	12,927,504		12,927,504
Support service contracts:						
LB Camden	4,595,428		**4,595,428**	4,278,631		4,278,631
LB Hackney	808,041		**808,041**	887,480		887,480
LB Hammersmith & Fulham	410,874		**410,874**	517,201		517,201
LB Islington	6,459,517		**6,459,517**	6,299,541		6,299,541
LB Lambeth	671,938		**671,938**	912,672		912,672
LB Lewisham	1,314,637		**1,314,637**	1,296,694		1,296,694
LB Newham	512,919		**512,919**	212,754		212,754
LB Redbridge	1,487,097		**1,487,097**	2,035,404		2,035,404
LB Waltham Forest	280,599		**280,599**	273,673		273,673
LB Wandsworth	565,564		**565,564**	508,811		508,811
Royal Borough of Greenwich	1,019,212		**1,019,212**	1,055,731		1,055,731
Westminster City Council	2,895,283		**2,895,283**	2,628,744		2,628,744
National Probation Service	765,180		**765,180**	742,590		742,590
Royal Borough of Kensington and Chelsea	148,778		**148,778**	136,366		136,366
LB Enfield	3,325		**3,325**	26,486		26,486
LB Havering	20,884		**20,884**	174,484		174,484
GLA	2,332,931		**2,332,931**	1,742,186		1,742,186
Grants:						
Big Lottery Fund		–	**–**		492,092	492,092
Sport Programme		173,346	**173,346**		178,738	178,738
Total income from provision of client services	38,847,887	173,346	**39,021,233**	36,656,951	670,830	37,327,781

4 Income from other sources

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Sundry income	265,851	–	**265,851**	390,602	–	390,602
	265,851	–	**265,851**	390,602	–	390,602

5a Analysis of expenditure (current year)

	Cost of raising funds £	Charitable activities: Client services £	Governance costs £	Support costs £	**2024 Total £**	2023 Total £
Staff costs (Note 8)	273,371	22,947,927	37,572	3,689,129	**26,947,999**	26,144,817
Housing management and services	–	5,263,799	–	–	**5,263,799**	5,242,410
Rents payable to Registered Providers	–	4,855,887	–	–	**4,855,887**	3,870,556
Other direct client service costs	–	1,582,708	–	–	**1,582,708**	1,936,081
Staff welfare, training and travel	–	91,308	–	232,877	**324,185**	307,688
Office rents, rates, energy, cleaning, repairs and services	–	735,149	–	177,927	**913,076**	615,237
Depreciation	–	–	–	151,489	**151,489**	174,144
Other support costs	248,847	–	37,590	307,148	**593,584**	415,094
	522,218	35,476,778	75,162	4,558,569	40,632,726	38,706,025
Support costs	–	4,558,569	–	(4,558,569)	–	–
Governance costs	–	75,162	(75,162)	–	–	–
Total expenditure 2024	**522,218**	**40,110,508**	**–**	**–**	**40,632,726**	
Total expenditure 2023	**214,976**	**36,828,758**	**–**	**–**	**37,043,734**	**38,706,025**

5b Analysis of expenditure (prior year)

		Charitable activities			
	Cost of raising funds £	Client services £	Governance costs £	Support costs £	**2023 Total £**
Staff costs (Note 8)	259,457	22,477,098	39,807	3,368,455	**26,144,817**
Housing management and services	–	5,242,410	–	–	**5,242,410**
Rents payable to Registered Providers	–	3,870,556	–	–	**3,870,556**
Other direct client service costs	–	1,936,081	–	–	**1,936,081**
Staff welfare, training and travel	–	97,607	–	210,081	**307,688**
Office rents, rates, energy, cleaning, repairs and services	–	328,510	–	286,727	**615,237**
Depreciation	–	–	–	174,144	**174,144**
Other support costs	59,015	–	23,520	332,559	**415,094**
	318,472	33,952,261	63,327	4,371,965	38,706,025
Support costs	–	4,371,965	–	(4,371,965)	**–**
Governance costs	–	63,327	(63,327)	–	**–**
Total expenditure 2023	**318,472**	**38,387,553**	**–**	**–**	**38,706,025**

6 Net income for the year

This is stated after charging:

	2024 £	2023 £
Depreciation	**151,489**	174,143
Operating lease rentals:		
Property	**545,820**	1,163,083
Other	**22,993**	54,444
Auditor's remuneration (excluding VAT)		
Audit	**19,500**	17,150

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	**20,169,588**	19,466,323
Redundancy and termination costs	**43,468**	49,114
Social security costs	**1,881,208**	1,873,959
Employer's contribution to defined contribution pension schemes	**1,335,872**	1,306,275
Agency staff	**3,517,863**	3,449,145
	26,947,999	26,144,817

The number of employees who received employee benefits (excluding employer pension costs) of £60,000 or more during the year was:

	2024 No.	2023 No.
£60,000 - £69,999	**4**	3
£70,000 - £79,999	**2**	3
£80,000 - £89,999	**2**	2
£90,000 - £99,999	**1**	-

The highest paid employee, earned pre-salary sacrifice emoluments (excluding pension contributions) of £90,982. For the year ending March 2024, the highest salary to median salary ratio at SHP was 1:3.46, compared to previous year (1:3.36). SHP's gender pay gap snap shot in April 2023 shows a mean gender pay gap of -1.49% (2022: -3.60%) and a median gender pay gap of -0.74% (2022: -5.39%).

The total employee benefits including pension contributions and employers' NIC, of the Executive Management Team were £507,185 (2022: £491,140).

The Trustees were not paid and did not receive any other benefits from employment with SHP in the year (2023: £nil). None of the Trustees received payment for professional or other services supplied to SHP (2023: £nil).

Trustees' expenses for payment or reimbursement of travel and subsistence costs, totalling £Nil (2023: £Nil) 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 as follows:

	2024 No.	2023 No.
Raising funds	**7**	6
Providing client services	**745**	710
Support and governance	**86**	80
	838	796

9 Related party transactions

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

There are no other related party transactions to disclose for 2024 (2023: none).

10 Taxation

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

11 Tangible fixed assets

	Land and buildings £	Furniture and equipment £	**Total £**
Cost or Deemed cost			
At 1 April 2023	3,178,082	545,782	**3,723,864**
Additions in year	–	109,170	**109,170**
Disposals in year	(475,000)	(56,743)	**(531,743)**
At 31 March 2024	2,703,082	598,209	**3,301,291**
Depreciation			
At 1 April 2023	392,933	285,647	**678,578**
Charge for the year	55,441	96,048	**151,489**
Disposal for the year	(17,805)	(56,743)	**(74,548)**
At 31 March 2024	430,569	324,951	**755,520**
Net book value			
At 31 March 2024	2,272,513	273,258	**2,545,772**
At 1 April 2023	2,785,149	260,135	**3,045,285**

Land with a value of £1,220,866 (2023: £1,458,366) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

12 Debtors

	2024 £	2023 £
Trade debtors	**2,618,623**	2,955,446
Arrears of rent and service charges	**889,981**	814,944
Prepayments and accrued income	**734,278**	468,075
Staff loans	**27,641**	13,399
	4,270,523	4,251,865

13 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	**1,658,623**	1,988,732
Taxation and social security	**458,876**	–
Other creditors	**(2,870)**	111,098
Accruals	**1,514,993**	1,034,882
Deferred income - see note 14	**1,671,135**	1,104,380
	5,300,758	4,239,091

14 Deferred income

Deferred income comprises 2023/24 contract income received in advance.

	2024 £	2023 £
Balance at 1 April	**1,104,380**	1,051,827
Amount released to income in the year	**(1,104,380)**	(683,001)
Amount deferred in the year	**1,671,135**	735,554
Balance at 31 March	**1,671,135**	1,104,380

15a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	**Total funds £**
Tangible fixed assets	273,258	1,712,678	559,877	**2,545,813**
Net current assets	2,246,712	725,000	1,132,352	**4,104,063**
Net assets at the end of the year	**2,519,969**	**2,437,678**	**1,692,230**	**6,649,877**

15b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	260,135	1,712,678	1,052,147	3,024,961
Net current assets	2,149,875	430,000	624,597	3,204,472
Net assets at the end of the year	2,410,010	2,142,678	1,676,744	6,229,433

16a Movements in funds (current year)

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	**At the end of the year £**
Restricted funds:					
Catalyst Programme	7,070	2958	1,047	–	**8,981**
GreenHouse	–	30840	69,010	38,170	**–**
ArtHouse	–	19,412	29,738	10,326	**–**
Project Kali	18,771	48,138	72,168	–	**(5,259)**
Fulfilling Lives	–	–	–		**–**
Sport Programme	–	173,346	173,270	(76)	
SoundHouse	–	68,538	81,001	12,463	**–**
Achieving Potential – Employability	–	146,862	145,712	–	**1,151**
Sodexo Fund	–	–		–	**–**
Psychotherapies	–	53,342	85,317	31,975	**–**
WCC Mean	9,667	–	–	–	**9,667**
Westminster Almshouses	9,254	10,219	5,090	–	**14,383**
Health Programme	5,792	195,957	195,058	–	**6,691**
Comeback Kitchen	–	72,615	73,662	1,047	**–**
ELMS Capital Reserve	1,052,147	–	35,075	(457,195)	**559,877**
ELMS	574,043	65,500	–	457,195	**1,096,738**
Total restricted funds	1,676,744	887,727	966,146	93,905	**1,692,230**
Unrestricted funds:					
Designated funds:					
Capital reserve	1,712,678	–	–	–	**1,712,678**
Relocation/refurbishment/H&S mods costs	50,000	–	–	–	**50,000**
Information technology	75,000	–	–	–	**75,000**
Furnishings and equipment	150,000	–	–	(150,000)	**–**
Property maintenance	115,000	–	–	(115,000)	**–**
Innovation and evaluation	40,000	–	–	(40,000)	**–**
Asset Investment	–	–	–	600,000	**600,000**
Total designated funds	2,142,678	–	–	295,000	**2,437,678**
Fair value reserve	–	–	–	–	**–**
General funds	2,410,010	40,165,444	39,666,580	(388,905)	**2,519,969**
Total unrestricted funds	4,552,688	40,165,444	39,666,580	(93,905)	**4,957,647**
Total funds	6,229,433	41,053,171	40,632,726	–	**6,649,878**

16b Movements in funds (prior year)

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	At the end of the year £
Restricted funds:					
Catalyst Programme	7,070	1,542	1,542	–	**7,070**
GreenHouse	(1,831)	33,943	71,536	39,424	**–**
ArtHouse	(2,318)	18,755	124,585	108,149	**–**
Project Kali	18,771	93,826	93,826	–	**18,771**
Fulfilling Lives	(4)	492,092	400,504	(91,584)	**–**
Sport Programme	(45,449)	178,738	198,633	65,344	**–**
SoundHouse	–	44,000	96,907	52,907	**–**
Achieving Potential - Employability	11,886	97,784	137,530	27,860	**–**
Sodexo Fund	–	–	6,385	6,385	**–**
Psychotherapies	(635)	71,795	71,989	829	**–**
WCC Mean	9,667	–	–	–	**9,667**
Westminster Almshouses	4,028	15,350	10,124	–	**9,254**
Health Programme	10,413	275,007	279,628	–	**5,792**
ELMS Capital Reserve	1,093,059	–	40,912	–	**1,052,147**
ELMS	644,079	–	70,036	–	**574,043**
Total restricted funds	1,748,736	1,322,831	1,604,136	209,314	**1,676,744**
Unrestricted funds:					
Designated funds:					
Capital reserve	1,753,313	–	–	(40,635)	**1,712,678**
Relocation/refurbishment/H&S mods costs	50,000	–	–	–	**50,000**
Information technology	75,000	–	–	–	**75,000**
Furnishings and equipment	150,000	–	–	–	**150,000**
Property maintenance	115,000	–	–	–	**115,000**
Innovation and evaluation	40,000	–	–	–	**40,000**
Total designated funds	2,183,313	–	–	(40,635)	**2,142,678**
General funds	2,106,372	37,574,206	37,101,889	(168,679)	**2,410,010**
Total unrestricted funds	4,289,685	37,574,206	37,101,889	(209,314)	**4,552,688**
Total funds	6,038,421	38,897,037	38,706,025	–	**6,229,432**

Purposes of restricted funds

The Catalyst programme, funded by the Cripplegate Foundation, provides financial assistance to address isolation and to connect vulnerable Islington residents with opportunities and services.

The GreenHouse programme was funded by Trusts and Corporate Foundations, which include BUPA UK Foundation, Swire Charitable Trust, StarLizard, Nvieneh Trust and Chapman Trust. The programme engages clients with gardening and food growing activities across several SHP managed gardens and allotments, bringing enormous benefits for mental wellbeing, personal development and recovery.

The ArtHouse Programme was funded by our corporate partners JTI and StarLizard. The programme provides a range of art related activities across SHP services and a diverse art related activities supporting people to find jobs and volunteering opportunities within the creative industries.

The SoundHouse programme, funded by Youth Music, Joe Strummer Fund, and StarLizard is an ambitious SHP-wide music project which brings young artists and creatives together with professional musicians and producers to create new and original music and media.

The Sport Programme is funded by Reaching Communities National Lottery Fund, London Marathon Evets, London Housing Foundation, NFL Foundation, TfL Walking and Cycling Grants to transforms the lives of people experiencing homelessness through sport and physical activity. The initiative is designed to get people more active, to prolong their lives, improve mental and physical health and reduce isolation.

Purposes of restricted funds (continued)

The Therapies Programme funded by Compass Wellbeing, Star Lizard and Cripplegate, provides in-house theraphy and councelling for clients across various SHP services.

The Health Programme funded by the KKR Foundation provides a path forward in creating and initiating immediate mental and physical health support for the most vulnerable homeless people in Westminster, Camden, Islington, Newham and Redbridge by creating specialist Health Lead roles in our hostels.

Project Kali - Housing First is funded by the City Bridge Trust. Project Kali is designed to support women whose needs may not be met effectively by other services. The project aims to provide emotional and practical support to women in crisis, identifying women with multiple disadvantage who are at risk of homelessness following their release from prison.

Achieving Potential the employability programme, funded by Qsix, Nationwide Foundation, Workspace, Portal Trust, Kilburn and Strode, Story of Christmas, Community Grid Funding, and legacy donations provides our clients with a clear pathway away from our support services and into independence in their local community. It focuses on working with our clients - described as advanced on their recovery journey and contemplating ETE opportunities.

Purposes of designated funds

SHP's funds include designated funds which the Trustees have set aside out of unrestricted funds for specific purposes. These are described in the Trustees' report.

17 Operating lease commitments

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

	Property	
	2024	2023
	£	£
Less than one year	**182,230**	**227,030**
One to five years	**200,880**	**391,663**
Over five years	**-**	**47,520**
	383,110	**666,213**

18 Legal status of the charity

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

Single Homeless Project
245 Gray's Inn Road,
London, WC1X 8QY

www.shp.org.uk
T: 0204 509 8300
E: info@shp.org.uk

Single Homeless Project

Registered Charity Number: 287779
Company Limited by Guarantee Number 1741926

THE SINGLE HOMELESS PROJECT

England & Wales - Charity number 287779

Accounts



Annual Report & Accounts2022-23

company no.1741926

Single Homeless Project

Preventing homelessness

Transforming lives

Single Homeless Project is a London-wide charity. Our vision is of a society where everyone has a place to call home and the chance to live a fulfilling life.

We help single Londoners by preventing homelessness, providing support and accommodation, promoting wellbeing, enhancing opportunity, and being a voice for change.

From supporting people in crisis to helping people take the final steps towards independence and employment, we make a difference to 10,000 lives every year across all 32 boroughs.

Contents

- Reference and administrative information
- Trustees’ report for the year ended 31 March 2023
- Independent auditor’s report
- Statement of financial activities
- Balance sheet
- Statement of cash flows
- Notes to financial statement

1. Reference and administrative information

(for the year ended 31 March 2023)

Charity number
287779 (Registered in England and Wales)

Company number
1741926 (incorporated in the UK)

Registered office and operational address
Single Homeless Project, 245 Gray's Inn Road
London, WC1X 8QY

Trustees
The trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:
Jon Rosser, Chair
Lindsey Chiswick BA (Hons)
Mark Fell KC
Chris Clements (resigned July 2022)
Peter Rowbottom BA (Hons) (resigned July 2022)
Peter Brogden, Treasurer
Cristina Martinez Fernandez
Nicky Boland
Ian Adams, Vice-Chair
Chinyere Ugwu
Shahron Shah
Meeta Luthra

Secretary
Liz Rutherfoord

Executive Management Team
Liz Rutherfoord, Chief Executive
Toni Warner, Deputy Chief Executive & Director of Services
Rupa Bhola, Director of Finance, IT & Facilities
Jamie Mills, Director of Business Development & Fundraising
Howard Rosenthal, Director of Human Resources & Organisational Development

Bankers
National Westminster Bank Plc
London Corporate Service Centre
London, EC1V 7DY

Solicitors
Devonshires
30 Finsbury Circus
London, EC2M 7DT

Auditor
Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
Invicta House, 108-114 Golden Lane
London, EC1Y 0TL

2. Trustees' report for year ending 31 March 2023

The trustees present their report and the audited financial statements for the year ended 31 March 2023.

Reference and administrative information is set out on page xx of this report. The financial statements comply with current statutory requirements, the articles of association, the Companies Act and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities - public benefit

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing Single Homeless Project's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set. Our objective is entirely focused on public benefit – to provide relief to persons in need by reason of age, frailty, ill health, mental or physical disability, and poverty, social or economic circumstances or otherwise through the provision of support services and other ways as the trustees shall determine.

Single Homeless Project's main aim is to reduce poverty, social exclusion and homelessness and to make a lasting improvement to the quality of life of our clients.

Strategic Report

Single Homeless Project is a London-wide charity. Our vision is of a society where everyone has a place to call home and the chance to live a fulfilling life. We help single Londoners by preventing homelessness, providing support and accommodation, promoting wellbeing, enhancing opportunity and acting as a voice for change. From supporting those in crisis to helping people take the final steps towards independence, we supported over 10,000 Londoners who were homeless or at risk of homelessness last year.

Our business plan priorities for 2022/23 were to:

- Deliver services that meet the most urgent needs of those currently sleeping out in London
- Ensure clients with untreated conditions have access to the healthcare they need, and influence policy in this area, locally and nationally
- Putting in place service improvements in the newly awarded Tenancy Sustainment Team (North London) and building our strategic relationship with the GLA
- Expand our prevention services by increasing the Single Homeless Prevention Services to more boroughs
- Determine the future of our East London Counselling Service
- Publish research on the hidden nature and prevalence of women sleeping rough
- Continue to influence service design for people facing multiple disadvantage
- Prepare for Ofsted registration of our services for Looked After Children and care leavers aged 16 & 17 years old

In 2022-23, we worked with over **10,000 Londoners** who were either facing or experiencing **homelessness**

794 rough sleepers

supported off the streets and into crisis accommodation



3,350 Londoners

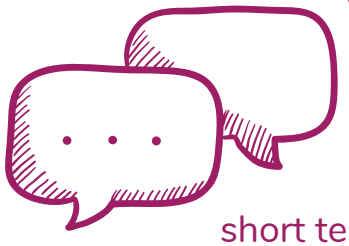
across our city supported to stay in their own home, preventing them from become homeless





932 people

experiencing multiple disadvantage helped through our accommodation services



We gave 4,482 people

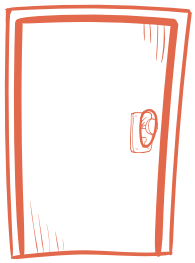
short term advice, guidance and support in securing housing

Worked with 2,365 clients

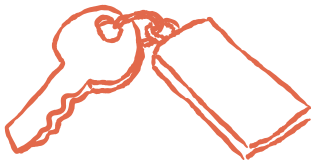


to improve their physical and mental health through treatment and support and be in control of their own recovery

1,468 Londoners



rehoused into more stable accommodation, finding a place to call home



589 young people



who were either homeless or leaving care supported through our youth accommodation and community services

Over 1,700 people

helped into employment, education or training









...with **75%** in work for at least six months or their full contract

131 women

provided with safe accommodation through our women's only hostels



Achievements and impact

Londoners in crisis – off the streets and into the warmth

At Single Homeless Project, we have seen first-hand how the correlation between the increase in rough sleeping after the closure of services commissioned through the "Everyone In" campaign has led to an increased demand for our services. The "Everyone In" campaign, launched in response to the COVID-19 pandemic, aimed to provide emergency accommodation to people sleeping rough, ensuring they had access to safe shelter during the crisis. While the campaign was successful in providing immediate relief, it also revealed the extent of the homelessness crisis and the long-term challenges faced by individuals experiencing homelessness. As emergency accommodation measures were scaled back, many individuals found themselves returning to the streets or experiencing homelessness for the first time, with London seeing a 34% increase in the number of people estimated to be sleeping rough. This increase in rough sleeping and the impact of the cost-of-living crisis has resulted in a higher demand for services, and in response we have worked closely with Central and Local government departments to deliver new services and extend and / or modify existing services.

Cold weather shelters

During the winter of 2022, we opened two cold weather shelters. The first service, St Giles, opened in November, jointly commissioned by Camden and Westminster council and funded by DLUCH Rough Sleeping Initiative grants. The service was designed to respond to the surges in demand for bedspaces over the winter and was set to close in March 2023. St Giles quickly became a successful and high-profile project which led to funding being extended to June 2023 and a desire to fund the project throughout the year. Within three days of opening, we filled 46 of the 70 bedspaces and the service has consistently been at capacity. Within five months, 61 people were resettled into stable Move-on accommodation, 11 into employment and three are now directly employed by the hotel in hospitality roles.

The early success of the St Giles hotel influenced Westminster City Councils' decision to commission Single Homeless Project as lead provider for delivery of another cold weather shelter in response to activation of the Severe Weather Emergency Protocol (SWEP). SWEP is activated in response to the increased risk of death to rough sleepers when the weather is below zero degrees. With two days' notice in December 2022, we recruited a team of staff and mobilised managers from across our rough sleeping services to house up to 56 rough sleepers.

Rough sleeper hubs

Last year, we secured extended and new funding for two short-stay accommodation projects for people sleeping rough on our streets. The Camden Rough Sleepers Hub is funded through the Rough Seeping Initiative (RSI) and provides immediate short-term accommodation and support to access move-on options for people rough sleeping who have a local connection to Camden. The service, commissioned to operate until 31st March 2025, has 16 bed spaces and we work in partnership with Camden Council, Routes off The Street and Connect Forward to secure suitable Move-on options. Camden has the second highest rough sleeping population in London, and the Rough Sleeper Hub is an essential resource.

The second short-term housing project to receive additional funding is the North London Multi Borough Hub. The service is coordinated by The North London Housing Partnership – acting as the lead on behalf of the six North London boroughs (Barnet, Camden, Enfield, Haringey, Islington and Westminster), funded through RSI. The service is the first joint sub-regional rough sleeping service in the country delivering at scale for this client group.

Multiple disadvantage

Meeting the needs of people experiencing Multiple Disadvantage is a significant priority for us. We focus on working with people for whom services have, over long periods, failed to meet their needs or the complex trauma that they have endured due to abuse in its many forms. This year we have continued to offer support within hostels specifically commissioned to support the complex needs arising from the multiple disadvantage experienced by London's rough sleeping population. 932 people have stayed in these hostels this year.

In the Summer of 2022, we opened an additional and newly refurbished hostel owned by Islington Council. The service is funded by the GLA's Rough Sleeper Accommodation Programme. This is a well-resourced service to reflect the complexity of need presented by the client group and we can help people straight from the street.

As well as a focus on people who are new to the streets, boroughs are committed to working with those who have had accommodation, but regularly return to rough sleeping and, often, street begging. This desire has led to an extension of funding for the Camden and Islington Navigator service which engages in community-based support, aiming to reduce rough sleeping and antisocial behaviour. The funding was to end in March 2023; however, we have received further funding until March 2025.

Leading the way on ending women's rough sleeping

Every woman deserves a place to call home and a life free from violence and abuse. But the reality is that women experiencing homelessness are at constant risk of violence, abuse and exploitation.

To stay safe, women often stay hidden. Hidden from the dangers of being visible on the streets, but also hidden from the outreach and homelessness services they desperately need and deserve.

We believe that homelessness is an experience, not a forever, and with the right approach, it can be ended. Women need services designed just for them and we are calling for change.

SHP provides four women-only services in London; we partner with leading homelessness and VAWGs organisations to develop new initiatives and we influence local authorities and service commissioners to develop and commission more gender-informed services.

Our women-only services

Providing safe spaces for women within homeless pathway accommodation is critical to meet the needs of single women who are homeless. Last year, we converted two hostels in Camden to women only. We are now able to offer 37 bedspaces in a gender-informed environment. These services offer protected spaces staffed only by women.

We also extended our Women's Respite Service. This service opened in 2021 as one of ten pilot sites nationally. Due to close in October, we were delighted when our funding was extended by London Borough Camden until the end of the year and then with GLA MOPAC funding through to the end of 23/24. We are grateful to LHA London for allowing us to use their building, making this service possible.

The impact of the service was evaluated by DLUHC. We were really pleased to be able to demonstrate he need for the service to Central Government and the positive impact it has, including safeguarding women at severe risk of harm. Over the course of the year, we have

worked with 69 women, with 54 moving on from the 15 beds into more stable accommodation that we sourced for them. We were able to address the immediate needs of women who had become homeless due to fleeing violence, exploitation, modern slavery and abuse that in some cases was a result of extended periods of rough sleeping. Some women needed asylum claims addressing whilst in the service and it was important that the funding covered rent costs. We were consistently able to reduce significant risks of harm and find more stable accommodation for all the women who stayed with us.

"Their feedback was that this was different. It felt safe gender informed. And actually led to people being able to make tangible changes that meant that they could rebuild their lives rather than just another roof over their head". Quote from the Camden Respite Room report conducted by IFF Research

We are delighted that across our women's services, we have been able to provide safe accommodation to 131 women this year.

Revealing systemic barriers and calling for change

Women who sleep rough are at constant high risk of trauma, violence and abuse. No woman should have to sleep rough and endure these devastating consequences.

Our current systems to measure and respond to rough sleeping are not designed for how women sleep rough. This means that women are often precluded from accessing the support and housing they so desperately need. The effects of this inequity are severe: experiences of violence and abuse are "near universal" for women who sleep rough, and the average age of death is just 43 years old, even younger than their male counterparts, despite women having a higher life expectancy in the general population.

> **Michelle, 45 from North London spent three and a half years sleeping rough before getting help and then coming to Single Homeless Project.**
> She says: *"When I lost my house, I had twenty minutes to get out and I had nowhere to go. I slept in woods, on buses and in hospitals. I had to hide because there were always people shouting at me and men trying to attack me. It was so horrible, and I felt like a tramp. I just wanted to survive every day, so I sectioned myself and I even went to prison deliberately just to get off the streets. But when I was released, I was just back out on the streets again. The vulnerability for women is very bad and the trauma I experience from rough sleeping will affect me for the rest of my life."*

Creating the first ever women's census
In October 2022, Single Homeless Project designed, planned and coordinated the first ever London-wide women's rough sleeping census, alongside researchers and a coalition of leading homelessness and VAWG charities. Our aim was clear: to influence local and national responses to ending women's rough sleeping.

We created a new methodology that included a broader definition of rough sleeping, encompassed women's experiences and used gender-informed outreach practice to gather data to truly account for women's experiences. We spoke to 154 women who were rough sleeping in London over five days.

The census was planned and coordinated by Single Homeless Project, the Women's Development Unit and St Mungo's, with the support of London Councils, GLA, the Life Off the Streets Core Group/Women's Workstream and DLUHC.

Making women count – a report for action
Our resulting report, ‘Making women count’ by social research consultancy Praxis Collab, sets out the key findings and learnings from the census and clearly states what many of us in the sector have known for years: "Rough sleeping is not currently defined in a way that incorporates how women experience rough sleeping.”

The report makes specific calls to action on the Government for system change in the way that women's rough sleeping is recognised, counted and responded to:

- Local authorities should be required to deliver an annual Women’s Rough Sleeping Census and report on their findings.
- The Government should produce guidance to help local authorities to improve access to rough sleeping services for women, including:
- Reducing barriers to support and accommodation services for women, including the need to be a verified rough sleeper.
- Ensuring outreach practices encompass women’s experiences.

Together with our coalition of leading women's and homelessness organisations, supported by London Councils and the GLA, we urged the Government to take action to address this damaging gender inequality and provide the leadership, guidance and resources needed to address the systemic inequalities creating barriers to women accessing support and housing.

Ending rough sleeping means ending rough sleeping for everyone. That includes every woman who will be seeking refuge in café, hospital waiting room, or night bus – hiding from harm and hidden from help. If the Government and local authorities put in place our recommendations, they will make a real and lasting impact to hundreds of women every year.

Developing a united approach to tackling domestic abuse

In December 2022, we joined a pilot for homelessness organisations to work towards achieving DAHA (Domestic Abuse Housing Alliance) accreditation. DAHA accreditation is the UK benchmark for how housing providers and councils should respond to domestic abuse in the UK. Domestic abuse charity, Standing Together Against Domestic Abuse, has created an adapted set of DAHA principles for the homelessness sector. We are the third organisation to join the pilot, and the only large homelessness organisation to be doing so at this point, giving us real potential to lead the way in improving the homelessness sector's response to domestic abuse. We know from our research with the University of York that for women who experience homelessness, experiences of violence and abuse are “near universal”, so it is integral that we take a united and strategic approach to tackling domestic abuse.

The accreditation process will take around 18 months and requires us to consider our response across the whole organisation, not just in front line services. This includes reviewing and developing policy and procedure, communications and partnerships, and our physical spaces, as well as the role of services in identifying and responding to domestic abuse experienced or perpetrated by clients supported by us.

Making healthcare accessible for our clients

We all depend on public services to help us. They should work for and include everyone in our society. But people experiencing homelessness face multiple barriers in accessing healthcare including digital exclusion, long wait times and prejudgement. Many have been unable to access mainstream health services and as a result, serious conditions go undiagnosed or untreated. Diagnoses of physical and mental health conditions are much higher than the general population and many of those experiencing homelessness face early onset frailty. Shockingly, the average life

expectancy for someone sleeping rough is just 45 for men and 43 for women compared to a national average of 79 for men and 83 for women.

We always work hard to place an emphasis on improving the health of our clients in our hostels and prioritising unmet health needs. Last year we worked with over 1,080 clients to improve their physical and mental health through treatment and support and be in control of their own recovery.

Health Project

Our Health Project, which is externally funded by KKR, consists of four specialist Health Leads who work across three main areas:

- Improving diagnosis, engagement, treatment, and palliative care for our clients experiencing multiple disadvantage
- Forming partnerships with NHS services and health organisation to arrange regular in-reach and fair access to health care
- Influencing and advocacy in partnership with charities and organisations

The Health Leads worked closely with clients across five boroughs in 21 hostels. Using the learning gained from our initial Covid health pilot, the team has rolled out regular in-reach across the pathways in specific areas such as GP, nursing, podiatry, dentistry, and sexual health. Alongside this, they have established multidisciplinary team in the boroughs where they work and provide a wrap-around 1-2-1 health offer to clients.

The benefits of this approach to our clients is stand-out. The project has seen a focus on health be brought to the front of the work being carried out across hostels and for the first time in a long-time, residents have been able to access the health care they need. **As a result, the project has seen a range of outcomes, including:**

Improved engagement in health care – The team introduced different methods to bring around these engagements which included building clinical rooms to create safe spaces for clinics to run within the comfort and safety of residents' hostels. Consistent clinicians ran clinics which meant familiar trusting faces for our clients. Finally, 1-2-1 specialist workers provided wrap around support, advocation and follow up to happen. This has enabled 1,300 individual health supported interactions with residents over the year, from an initial conversation all the way through to completion of treatment. Alongside this 1-2-1 long term health condition support with 60 clients over a year. Our health leads work with a range of health issues, from dental emergency through to cancer. Many long-term undiagnosed health conditions were discovered and supported through the project. Out of the 60 clients worked with on long term health conditions, there was a high percentage of certain conditions including COPD, leg ulcers, kidney and liver function, cancer and diabetes.

Improved diagnosis and treatment – The project saw an increase in number of residents being diagnosed with long term and life-threatening health conditions that had been left untreated and undiagnosed for considerable periods of time. These were seen in areas such as bowel and oesophagus cancer, HEP C, COPD, and DVTs. Previously a client had been waiting nine months for a scan to check if he had cancer. With support from the health lead, the scan and diagnosis took two weeks to complete. These new ways of working took time to ensure trust and rapport was built to challenge previous bad experiences. This was often achieved in the methods mentioned above, alongside using safe space to explore other areas. For example, podiatry clinics were often a safe introduction to health that allowed residents to feel comfortable and safe and start to discuss other aspects of their health.

> **Client X**
> Client X, 39, had been battling with his leg ulcers for many years. He is a trained carpenter but had to stop working after his substance use became too high for him to maintain his job

and home. He had been in and out of prison for minor charges, struggling to comply with the terms of his probation..

His ulcers, caused by IV drug use for many years, had impacted his day-to-day life for a long time and kept him within a cycle of homelessness and the criminal justice system.

Whilst with Single Homeless Project, he was clear his goal was detox and rehab but the vicious cycle of using heavily from early in the day meant his leg dressing appointments were missed and time with his various support workers was rare. Through the health programme, we were able to jointly work with the drugs service, hostel team and outreach nursing project to support him with his physical health, build his trust in services and confidence in himself again.

Over time, he began attending appointments where nursing was bought to the hostel and the stigma he had felt around his legs (including their appearance, odour and how young he was) reduced over time and he built a rapport with the team. Not having to leave the hostel, having a consistent familiar outreach nurse who knew him, and he trusted, and feeling comfortable to have honest conversations with his health worker all supported him to start focusing on his physical health needs.

Through his team - health lead, outreach drugs worker and outreach nurse - he was supported to engage with twice weekly ulcer appointments, and he began meeting with his health and drugs worker on a semi-regular basis. The team was able to present him as a referral to rehab and, with continued engagement with his physical health, the detox and rehab team agreed to accept him.

Despite a challenging time at detox with his mental health and several moves, he is now living independently and managing his physical health. His ulcers have almost healed entirely. He is training to become a peer advocate with Groundswell, a health-focused, peer-led organisation, that advocates for better access to health for people experiencing homelessness.

Dignified dying – Over the course of the project, participants have been diagnosed with terminal illnesses that unfortunately have seen the death of five residents. Although no treatment could be offered to these residents, the team worked with them to ensure they had the most dignified end to life as possible, placing their wants and needs at the heart of these decisions. This was seen in many forms from finding family members, to working with the palliative outreach teams who helped to secure hospice beds. Residents were able to die in the comfort of their own home in the hostel.

Bobby

We got to know Bobby during the start of the pandemic when he moved into a Westminster hostel. He had struggled with alcohol addiction for over 30 years and both his physical and mental health were poor. His experience of becoming homeless and rough sleeping after a relationship breakdown saw his drinking increase and he became well known within the Westminster area. These struggles never stopped his creative side, love of nature and huge character within every hostel he lived in – making a lasting impression on the last team who supported him.

It was over the last year that he found out that, having managed advanced liver failure for some years, he had developed a large tumour in his liver. He was informed that unless his liver recompensated there would be no options of treatment, his condition would deteriorate, and he would eventually die from the tumour. Despite having been linked to a liver unit in London for many years due to stomach ulcers and liver decompensation, Bobby struggled to attend invasive appointments like gastroscopies as his alcohol use and chaotic lifestyle meant he wouldn’t complete the preparation necessary. Missing these

appointments and with limited engagement with his GP, there was very little focus on how he could be supported to improve his health even with continued drinking. His jaundice was severe, he experienced seizures (which he would only occasionally report to staff), he often presented as confused and the team were unable to establish how much of this was intoxication or what the consultant was concerned would be undetected encephalopathy.

Understandably, finding out about the tumour and his drastically reduced life expectancy hit home for Bobby, especially in relation to his drinking. After a short hospital detox and then a relapse Bobby, with the support of the hostel and our health team, made a life-changing decision to stop drinking for himself and his family, with whom he had hopes of reuniting.

The health team were able to build a strong link between his hospital consultant, attending four weekly appointments to assess how his liver was recovering and to discuss any symptoms of the cancer he was experiencing. We accompanied him to every appointment and supported him to explain the news to his family as his ill health developed.

Through links with the palliative team, our health lead ensured he accessed the wrap around support that not only considered his physical health and symptom control but also gave him access to a psychologist, support for his family, a hospice for respite care and more. Sadly, he didn't get an opportunity to experience much of the palliative support as, following a heavy bleed into the tumour, he died, surrounded by family in intensive care.

Though this was a sad ending and a difficult way to watch him die, he lived such a full life in the last six months. A large part of this was due to the level of support he had around his health and, hopefully, never feeling as though he was alone in it all.

Improved joint working across the health sector and homelessness pathways
Through the partnership side of the health leads jobs they have built out an extensive range of in-reach clinics and outreach specialist services. This has seen 27 services deliver health clinics within the hostels on a regular basis in areas such as GP, nursing and podiatry and four outreach services provide easy access into specialist hospital teams such as ambulatory care allowing for a bypass of A&E wait times. Through doing so major barriers clients face such as waiting times, being spoken for not to, substance misuse, digital exclusion and lack of communication between health and homeless services have been removed.

Bringing a voice to the issue
Over the last two years we've worked to ensure the programme is as co-produced as possible and that clients have a say and a voice in their health care. To ensure this is carried through into the calls for action we've formed partnerships with others across the sector to keep clients voices at the centre of their care. These included Crisis call for action around defining integrated health, Marie Curie ECHO on palliative and homelessness and The Healthy London Partnerships. Through doing so we have brought six client's stories to the front of the partnership work we are undertaking and brought Single Homelessness Project to the front of this advocacy work.

Specialist health care for rough sleepers in Westminster

Our Health First Cluster incorporated within our King George's Hostel in Westminster has continued to provide 10 bespoke bed spaces of respite accommodation with wrap-around health care for eight weeks for people rough sleeping with deteriorating health needs. Initiated in April 2020, further RSI 5 funding in 2022 secured its continuation through to 2025.

This highly effective specialist health care provision for Rough Sleepers in Westminster, which includes three bed spaces for clients with No Recourse to Public Funds (NRPF), has further

advanced its Multi-Disciplinary Team approach of working with two GP practices to include specialist services such as palliative care. Substance use and mental health partner agencies that also work with clients on site. Our team works directly with street outreach teams to begin interventions with rough sleepers pre-emptively on the streets rather than waiting to respond reactively to health emergencies.

In 2022/3, the Health First Cluster worked with 43 clients, 36 (84%) of whom have had positive outcomes in terms of health treatment and move on to accommodation. As a result of its success, and positive impact and outcomes, London Borough of Westminster has adopted our Health First Cluster model elsewhere in services within the Westminster Rough Sleepers Accommodation Pathway.

Home from Hospital service in Islington

Our hospital discharge service, now known as Home from Hospital, is small in scale, but large in impact. The service works with residents of Islington who are inpatients but are ready for discharge and prevented from doing so due to a housing issue. Issues might be lack of heating, the housing being uninhabitable due to neglect or the need of repairs and basic maintenance. Although the issues may be minor, the failure to deal with them can cause prolonged stays in hospital and the inevitable bed blocking. It also impacts on the recovery of the individuals, who tend to recover more rapidly and comprehensively at home. The service now covers all hospitals that discharge into Islington and has seen a significant increase in demand over the past year due to promotion and improved links with adult social care staff. The pressures on the NHS are very familiar to all and services such as this, albeit relatively small, help to alleviate some of that pressure by speeding up discharge and ensuring that clients do not return to hospital unnecessarily.

We worked with 180 people last year, helping every single client to maintain their accommodation and supported them with a range of essential things like blitz cleaning, carrying out repairs, and installing equipment.

Preventing homelessness

Single Homeless Prevention Service

Our Single Homeless Prevention Service (SHPS) supports people who are homeless or at risk of homelessness who do not meet the Local Authority's priority need threshold but who are still entitled to support through The Homelessness Reduction Act. In partnership with Bridges Fund Management, we deliver the SHPS Service in Enfield, Islington, Waltham Forest and, most recently, Hackney.

The success of the service is broken down into three elements:

- Personal Housing Plans – we work with each client to develop a housing plan that responds to their individual needs, including those related to education, training and employment. We discuss with clients what is realistic and achievable including moving into private rented accommodation or where staying in their existing accommodation is an option. In October 2022 we reached the milestone of the 1,000th person we completed a Personal Housing Plan with.
- Housing outcome – we work with our local authority partners to agree targets around achieving housing outcomes for our clients. 75% of the clients we develop a Personal Housing Plan with go onto to achieve a positive housing outcome.

- Sustainment – in order to ensure that clients are supported into accommodation that is sustainable, we also agree targets in relation to sustainment with each local authority we work with. Currently 86% of the people we achieve a housing outcome for sustains this for eight months or more.

The SHPS services are proving an effective intervention for the local authorities where we work. We continue to explore how the service can support a wider client group and have recently launched a service to support families who are placed in temporary accommodation by Enfield Council. This service will share the same approach as our other SHPS services, i.e., agreeing a housing plan with the family, with success being measured on the family sustaining their tenancy.

Tenancy Support Team – the first year

We celebrated the first anniversary of the Tenancy Support Team on 31st March 2023. The service provides housing related support to those who previously slept rough and have now moved to accommodation which was ringfenced as part of the original Rough Sleepers Initiative. The service, which is a significant contract commissioned by the GLA, provides accommodation to around 3,000 people across London, with Single Homeless Project supporting 1,250 people in North London.

Within the first three months, we established contact with all 1,159 clients, 60+ housing providers and identified all those whose tenancies were at risk of eviction. At the end of the first year, we helped 99% of our client to sustain their tenancy. Where we were unable to rescue a tenancy, we supported clients into alternative and often higher support accommodation to reduce the risk of a return to the streets.

Within six months of service delivery, we had remodelled the team to reflect the geographical spread of the service, dedicating a team to each region – North East, North Central and North West London. We created a dedicated Welcome Team to ensure that all new clients have a consistent experience, assessment of need, tenancy sign-up, and setting up of utility and bill payments. Similarly, the service has a dedicated Move-on team which is responsible for providing Move-on support to those who are ready for longer term independent accommodation.

As well as helping 66% of our clients to reduce debt and arrears, we supported 90% of clients to maximise their income through benefit application and / or access to employment opportunities. Every single client was successfully registered with health services.

In October, we took over a pre-existing Tenancy Support service for people who had moved out of hostels and into Private Rented accommodation but who subsequently were experiencing difficulties living independently. This service is also funder by the GLA. The nature of the needs of the clients using the service at the point we took it over appear to result from the scale of move on that took place from ‘Everyone in’. To help the GLA better understand the client experience and how this service needs to operate to best effect in the future, we have commissioned a piece of research on behalf of the GLA and in partnership with Thames Reach, our TST Partners in the South of London. This Research is being undertaken by Homeless Link and is due to report in 2023/24.

Homelessness prevention services in the community

Our large, multidisciplinary tenancy sustainment services in Islington and Westminster have seen an expansion in their reach over the past year due to the addition of specialist teams. Our expert teams helped 2,191 people to stay in their own place, preventing homelessness. Both local authorities have access to funding streams such as RSI 5 and have chosen to focus on specific groups in need and to build on the successful models operated by these services. Much of this

reflects the legacy of the pandemic and the work that was started during this period such as housing people from temporary accommodation into settled accommodation.

Westminster has seen the expansion of the very successful PRS work that was started during the pandemic and moves clients on from the hotels and temporary accommodation where they were housed during the 'Everyone In' programme. This work has been highly commended by DHLUC and Eddie Hughes, Housing Minister at the time. Islington has a similar team, the Assessment and Reconnection Team, that work to move people into PRS accommodation from temporary housing and also work to support hospital discharge clients who are homeless at the point they leave hospital. This service has recently been nominated for a 'Mark of Excellence' award by members of the NHS Trust for its success with positive moves into the private rented sector, 100% of tenancies sustained, improved physical and mental health including access to treatment, reduction in substance misuse and improved financial inclusion.

Both services have also seen the continued funding of the Accommodation for Ex-offenders' services, and in the case of Islington, this has now been expanded to cover Camden as well. The services ensure that prison leavers have access to settled accommodation and support and, as a consequence the likelihood of re-offending is significantly reduced.

The past year has also seen the establishment of the Changing Futures programme, in Westminster. This is a three-year, national programme that is focussed on multiple disadvantage and systems change. We deliver the Assertive Outreach service, delivering support to treatment resistant drinkers and vulnerable adults on the Churchill Estate.

In addition, the Westminster service has been chosen to deliver the Substance Misuse Assertive Outreach service. The funding comes from the Housing Support Grant allocated by the Office for Health Improvement and Disparities and will help local areas test targeted housing support interventions and learn what effect they have on recovery outcomes.

These services demonstrate what an effective platform the floating support services can be for developing interventions that go beyond the traditional prevention offer, working with more vulnerable individuals who are homeless or housed in temporary and unstable situations.

Young people

Over the past year, our services have continued to grow in Lewisham. In April 2022, we opened a new site for 18+ Care Leavers as the need for an additional specialist accommodation and support service was identified by Social Services Commissioning.

In 2022/2023 across our young people services, we supported a total of 589 young people who were either homeless or leaving care through a range of high and low supported accommodation, semi-independent living and in our floating support service.

We have had a sustained approach to improving the standards of accommodation and ensuring young people can experience a sense of what home could be by ensuring they have a say in designing their rooms and communal spaces. Seven corporate volunteer days have helped to transform communal spaces, keeping services light, fresh and energised.

Our current clients, who were 14-15 at the time of the pandemic have experienced significant impact on their educational attainment, seen an increase in family breakdowns and in mental health concerns. This has contributed to an increase in the number of young people aged 16-17 under the care of Social Services and needing to be placed in safe and supportive accommodation away from home.

84% of the young people we worked with moved on in a planned way, an increase from previous years.

Young people and co-production

In September we created a screen-printing studio in one of our Lewisham services and hosted a 16-week programme where young people engaged in producing a variety of art pieces. We organised and hosted an exhibition at Deptford Does Art where the produced works were displayed for sale. 10 young people were involved in the organisation of the exhibition, including marketing and advertising, setting up on the day, producing and selling the artwork and performing their own music.

One of our young people co-produced our newly redefined safeguarding training for staff to help us keep up to date with current trends and pattern changes in the risks young people face. As a former client, their experiences have been pivotal to shaping the content and ensuring our staff have real life examples to learn from, directly from a young person's perspective.

Education, training and employment

66% of the young people we worked with last year were supported to complete goals in education, training and employment, including sustaining progress for a prolonged period.

We helped one of our young clients (aged 17) to realise his goal of being the first in his family to go to university. We supported him to apply to different universities, write a personal statement and request references. We were so proud of him when he was accepted into a university in Scotland and moved out of the housing pathway. Happily, we were also able to help him secure the much-needed maximum financial support available.

This young person is one of many who has been supported into ETE in the past year and continues to sustain this independently.

Adding value and impact to our contracted work

Opportunities Programme

We provide creative and collaborative activities and opportunities for our clients to help them build and sustain trusting relationships and supportive social networks, explore and achieve their interests and goals. Our programmes also create opportunities within mainstream arts and cultural institutions for our clients, often with a view to creating more formal learning, participation and training.

1,003 people used and benefitted from our Opportunities programme last year across 13 London Boroughs.

There were many highlights over the year including:

ArtHouse
This year at ArtHouse, we engaged 202 people over 223 sessions, running activities on screen printing, ceramics, jewellery-making, carpentry, filmmaking, lino-cut printing, fine art & sculpture, and textiles.

We held two brilliant events showcasing work from our successful Creative Industries Project: a celebratory event at the Old Diorama and a music event and art sale of our Young People's music and print studio users at Deptford X community arts festival.

Our ceramic Life Plaques Project supported people to reflect on death and dying through creativity. We presented the poignant work created by the groups at the new Death Festival at Brighton University and celebrated alongside other fantastic ArtHouse work in our end of year exhibition at Greenwich University.

Our storytelling-music collaboration with NW Live Arts culminated in two sold-out performances at The Foundling Museum and Swiss Cottage Library.

We are delighted to announce our upcoming weekly arts residency for the whole year at The Tate Modern. 2023/4 promises to be an exciting year!

GreenHouse
Our camping trips and new 'Exploring Self in Nature' workshops afforded clients a break from the norm, the opportunity to connect with nature as a way of personal discovery and growth, and a new way of connecting for clients and staff. GreenHouse worked with 188 participants over 294 sessions.

SoundHouse
We are very proud to announce our new SoundHouse partner, The Joe Strummer Fund. This is a joint undertaking between the Joe Strummer Estate and Single Homeless Project to support the aim of engaging artists and creatives with experience of homelessness to create new and original music and media.

With such aligned goals and philosophies, we know that this partnership is the best way to build on the valuable work SoundHouse and the Joe Strummer Foundation has achieved and continue building upon Joe’s legacy.

Sport Project
Our Sport Project completed work on its second National Lottery grant via Sport England. The funding enabled accessible physical activity for all adult ages in addition to the project's initial specialist focus on over-55s. We increased women's participation in sport by 86% through specific programmes and partnerships including Solace Women's Aid. We formally influenced the homelessness and sports sectors with our 'Physical Activity for All' programme. We developed 'Start-up' sports kit bags and toolkits and delivered webinars, advocating for the value of sport as a vehicle for change and sharing our expertise on how to develop inclusive programmes.

We delivered 701 sessions to 249 individuals and held our annual organisational sports day with participating teams from services across London. 81% of participants said they reduced their level of inactivity with 92% of participants identifying improved physical health and 89% improved mental health.

The project was well recognised for its achievements and good practice with awards for; Eloise Moller who won the ‘This Girl Can’ Grassroots Sportswoman of The Year (Sunday Times Sports Awards), Jordan Bedford, who won the Community Coach of the Year – Adults Supported by Sport England (UK Coaching Awards) and the project as a whole winning the Community Impact Award (London Sport Awards).

We were successful in launching young people's activity programmes through a grant from the NFL Foundation UK. We also restarted our cycling maintenance/ ride out project with monies from TFL. We are now focused on securing financial support for the adult programme to sustain this programme for our clients into the future.

Therapy services

East London Counselling Service (ELCS)
At the end of this year, we took the difficult decision to close the ELCS. Very much a 'head over heart' decision based on the current financial landscape, the lack of opportunities to secure funding for therapies work outside of the mainstream contracted statutory provision, and the need to focus on our more specialist in-house therapy services.

The service was very much valued and effective with 76% of people showing a positive measured improvement and 92% feeling satisfied or very satisfied with the service. ELCS will close in June 2023, and we thank all those who've helped shape it and use it.

Our In-House Therapy Service
Our in-house Therapy Service works with people usually excluded from mainstream talking therapies. We provide access and value for people struggling with historic and ongoing complex trauma. The service had a good year delivering 753 sessions, with 70% of users showing measured positive improvement in their mental health, 77% 'feeling they had someone to turn to for support when needed' and 52% 'feeling they were more able to cope when things went wrong for them'.

The service was also successful in securing funding for specialist formal therapy and psychoeducational provision for our Young People's services and we look forward to co-producing that in 2023/24.

Across both services we worked with 301 people offering predominantly one-to-one support as well as open access art therapy group provision.

Achieving Potential

Our Achieving Potential programme provides our clients with opportunities to enter different forms of education, training, volunteering and employment. This can be a crucial step in leaving homelessness for good and we are committed to offering a variety of pathways for those that want this. Over the past year, we have supported over 1,700 clients with their goals in this area, with 350+ entering employment and over 750 completing education and training courses. Over 75% of those entering employment remained in work for the full contract length or over six months. We continue to support our clients once they’re in employment and this is a key factor behind these successful results.

Our clients face significant barriers when it comes to accessing employment, education or training. Our micro-grant scheme helps to address some of financial barriers holding our clients back. In the past year, we supported over 500 clients with £10k worth of grant for things like ID, equipment, clothing, travel costs and IT equipment.

There has been a significant focus on improving our clients ‘access to’ and ‘ability to use’ different types of IT equipment. We launched our new accredited 8-week Digital skills course, which led to over 50 clients gaining new skills and a qualification, as well as a laptop (to keep) following a generous donation from Bupa. In addition to this, we launched an internal laptop-rental scheme and provided reconditioned smart phones utilising external donations and an internal redistribution of old models used by our staff. In 2023/24, we look forward to launching our new Digital Inclusion strategy.

Our popular accredited Peer Mentoring programme ensured that 'lived experience' is embedded into service delivery and we celebrated as 40 clients graduated as volunteer peer mentors. They will all go on to use their experiences and stability to support and guide others. The programme also opens opportunities into paid employment at Single Homeless Project. 10 ex-clients secured permanent roles at our charity in 2022/23.

We held two 'Options & Opportunities Fairs' last year. We hosted 20 different organisations and companies, offering exclusive, ring-fenced opportunities to our clients that had been brokered by the team. These events led to 80 clients entering some form of education, training or employment with many placed within the hospitality industry.

Single Homeless Project registered as an Approved Learning Centre with AQA's 'Unit Award scheme' which recognises learning and success and has ensured we have accredited over 100 different courses delivered internally. Over 250 clients have benefited from this scheme, which often acts as a starting point and catalyst for further learning. Clients have gained accreditations in courses including Digital music creation, Managing Money online, Peer mentoring skills and Introduction to Microsoft Office programmes.

Our fundraising

In 2022/2023, we secured £1.36m income from a wide range of Trusts, Foundations, corporate partners, individual supporters, and high value donors. Despite a challenging year caused by the cost-of-living crisis negatively affecting our supporters and donors, and the significant changes to the funding criteria introduced by several Trusts and Foundations, we achieved the forecasted annual income which has supported the aim of growing and expanding the projects and programmes that meet the unmet needs of our clients.

Breakdown of funds secured:

1. Trusts and Foundations – 41%
2. Corporate donations – 32%
3. Digital Fundraising and Events – 8%
4. Individual Donations – 12%
5. Major Donors – 7%

We are proud to highlight some of our important funding partnerships and fundraising moments below:

Addressing the unmet needs of our clients

The Opportunities and Health Programmes are solely funded through Trusts, Foundations and voluntary income. The growth, reach and increased impact of the programme wouldn't be possible without the support and funding provided by: Sport England, KKR Foundation, Youth Music, BUPA UK Foundation, London Housing Foundation, The Hospice UK, NFL Foundation, Tesco Community Grants, JAC Trust, TfL Walking and Cycling Grants, Islington United Charities, Alpkit Foundation, Barclays Community Football Club, The Nicol Family Charitable Fund and Cripplegate Young Grant Makers.

The Achieving Potential programme is fully funded through Trusts, Foundations, corporate grants and donations. The increased impact and growth of the programme wouldn't be possible without the funding from: Qsix, Nationwide Foundation, Blackrock Gives, Paddington Development Trust, The National Grid Community Grants and Workspace. The programme gives our clients a helping hand in starting their employability journey.

Project Kali
The continued generosity from our Major Donors has enabled us to continue to deliver this innovative service for women who experience homelessness and have a history of offending.

The emergency grants programme
Thanks to the ongoing support from our individual donors, we distributed 890 grants to clients who lacked necessities such as photo IDs, clothing, mobile phones, food and energy vouchers and move-on packs which enabled our clients to furnish their new homes. Our ongoing partnerships with the Society for the Relief of Distress, Qsix, Westminster Almhouses and Cripplegate Foundation also enabled us to access further support for our clients, providing grants for immediate support as well as support their employability journeys.

Our corporate partners
In 2022/2023, we have been privileged to sustain most of our existing corporate partnerships and extended several of them longer than initially anticipated. These include Workspace, The Value Engineers, 2CV, Qsix, Vixio, LinkedIn, CAMA, KKR, Euromonitor, The Brewery, CPB London, Heath Kane, and JTI. We also established new partnerships with Capco, Carlyle, CFC Underwriters, Deltra Group, Edmonds Elder, Frontiers, MediaHub, Mondrian, Nexthink, North Highland, OKTA, OSTTRA, Pact Coffee, and The Last Bunch.

Appeals and events

Annual Christmas appeal - Our 2022 Christmas appeal, “Give a Home for Good” raised £330,000 of unrestricted funds which was a 113% increase in comparison with the previous year. The funds raised has helped us support more clients into independence and to provide:

- Christmas dinner funding for 956 clients staying at our accommodation services
- 956 gifts and Christmas vouchers for the clients in our hostels
- 100 food vouchers for the most in need supported by our Floating Support services
- Decorations to 43 hostels and 200 volunteers to support the activities

Challenge events - In 2022-2023, we saw 169 individuals taking part in skydives, half marathons and the London Marathon raising over £122,000. A particular highlight was the Royal Parks Half Marathon where over 80 people decided to choose Single Homeless Project as their charity to run and raise vital funds to help end homelessness in London.

Volunteering and non-cash donations
In 2022-2023, we received support from 457 volunteers who helped us deliver ongoing activities for the clients, spruce-up our hostels and green spaces and support our colleagues in preparing Christmas meals for the people who we support.

Thanks to the generosity of our partners CAMA, Wrap-Up London, The Felix Project, Bombas, Hitachi Solutions, OSSTRA, Sebby’s Corner, Brewin Dolphin and 200 Aldersgate we were able to support our clients with donated clothing, sanitary products, furniture and food.
We are incredibly grateful for the support we received from a wide range of companies, foundations, trusts, groups and individuals who provided us with one-off donations, or long- term support towards our work.

Single Homeless Project is registered with the Fundraising Regulator and works in a way that is demonstrating our commitment to good fundraising practice. Our charity follows all requirements set out in the Code of Fundraising practice, including those which relate to interactions with vulnerable individuals.

The Fundraising Team members attended Safeguarding Adults and Safeguarding Children and Young People obligatory training. Our supporter and donor data is GDPR compliant and all the

consent options and privacy statements are regularly reviewed. In 22/23 there was one complaint received which related to the changes of the donation pages on the Single Homeless Project website. The complaint was resolved to the satisfaction of the complainant. There have been no failures to comply with the Code of Fundraising Practice. Our adherence to the Code of Fundraising Practice sets out the main ways we ensure that we protect vulnerable people and members of the public from unreasonable or unwanted behaviour.

Our influencing

Last year we focussed our influencing in two areas. We called for:

- Urgent Government leadership and action to end women's rough sleeping
- An increase in Local Housing Allowance and a proportionate raise in the benefit cap to give Londoners a fair chance and stop thousands more being forced into homelessness.

By using our insight and expertise and listening carefully to our clients, we are acting as a voice for change, particularly on matters that impact homelessness in London.

Calling for systemic change to help women rough sleeping

Since the women's rough sleeping census took place in October 2022, we have been using the findings and recommendations of the report to call for changes to the way that women's rough sleeping is responded to. Together with our partners in the census team, we wrote a letter to the Minister for Rough Sleeping, outlining two key asks:

1. That the Government require all local authorities to submit annual data on women's rough sleeping using the new and more accurate data collection practice demonstrated by the census,
2. That the Government produce guidance to support local authorities to take a best practice approach to data collection, outreach and access to accommodation for women experiencing rough sleeping.

The letter was co-signed by over 30 cross sector organisations. At time of writing, DLUHC have agreed to the ask about best practice guidance and are considering their response to the first ask.

Whilst we engage the Government in further conversations about supporting/mandating these changes, we are planning the next pan-London census for 2023. We will build on the learning of last year and engage even more boroughs, sectors and organisations in the process.

On a more local level, four Local Authorities in London have agreed to pilot the census's approach to supporting women experiencing rough sleeping, adopting a new, gender informed definition of rough sleeping, which will enable women to access support and accommodation without having to be seen bedded down to be "verified." The census' recommendations have also influenced CHAIN, who have agreed to add indoor places such as cafes and libraries to the list of places where people can be verified as rough sleeping by outreach teams, in recognition of the fact that women often sleep/shelter in these places for safety.

In terms of national influence, our Head of Multiple Disadvantage is co-leading on one of the Women's Housing Movement's priorities around better data capture for women's rough sleeping – sharing the findings and recommendations of the census with other areas who wish to try out the census and improve their response to women's rough sleeping. We have also worked closely with the Office for National Statistics to feed learning from the census into a new piece of work they have commissioned to measure women's hidden homelessness.

Tackling major economic drivers of homelessness in London

In December 2022, we released new analysis showing that one Londoner is forced into homelessness every 10 minutes. To draw attention to this shocking statistic, we unveiled a surreal installation under Camden Lock bridge, designed to remind us that everyone deserves a home for good - especially at Christmas.

We called for the Government to increase the Local Housing Allowance and raise the benefit cap proportionately to help Londoners pay their rent and stay in their own homes. The Local Housing Allowance determines the amount of your rent which can be covered by benefits.

The benefit cap puts an overall limit on the amount that people can claim. For Londoners, who pay the highest rental rates in the UK and must rely on inadequate Local Housing Allowance, it means most of their benefits are swallowed up by rent and they aren't left with much to survive on for the rest of the month.

Our calls were featured in national media, and we plan to continue highlighting the practices and policies we believe need to change to build the right environment for everyone in our city to thrive.

Our people

All the outcomes for our clients described in this report were achieved through hard work by our fantastic people. At the end of the year, there were 847 of them, including 585 employees and a bank of 262 locum workers.

2022/23 has been a challenging year for our workforce and for Single Homeless Project as an employer. The high rate of inflation over the year has reduced the value of staff salaries so that they have experienced the cost-of-living crisis themselves as well as striving to support clients through it. At the same time, in a post-Brexit, post-COVID employment market, we have not been able to attract and retain staff by increasing salaries anywhere near the rate of inflation. We know from our networks that this experience is not unique and our homeless sector colleagues report similar challenges in the areas of recruitment and retention and salary inflation.

In response to this, we have progressed our work to make Single Homeless Project a more inclusive and positive environment for people to develop their skills and careers so that we can retain and get the best from our great people. We have published new policies and procedures including a Trans Inclusion Policy and a Responding to Discriminatory Abuse & Hate Crime Procedure.

We have expanded our efforts to recruit and train people who are new to our sector. We have also protected places for black staff on two separate management development programmes (one to support staff into management and one to develop existing managers) to address the current under-representation of Black staff in management posts.

All of this was informed by recommendations emerging from the results of staff surveys conducted in the year by our staff Equality, Diversity and Inclusion networks. Across the year we also recruited 39 trainees who have never worked in our sector before into a structured trainee programme to give them the knowledge, skills and experience to work independently with our clients and build a fulfilling career with us. During the year, we also reviewed and replaced the pension scheme in place for all our staff to improve everyone's retirement savings.

Financial review

Results for 2022/23

In 2022/23 Single Homeless Project's turnover was £38.9m (2022 £37.1m). The increase is attributable to the funding for services set up to support rough sleepers including a women's respite service, and an expansion of services for young people.

Income from our fundraising activities was lower during 2022/23 both in respect of unrestricted and restricted funds.

The result shows an overall surplus of £191k i.e. unrestricted surplus of £269k (2022: overall surplus of £100k, unrestricted surplus £277k) and restricted deficit of £78k (2021: deficit of £177k). This is a positive position and we have continued to build on this during 2022/23 and aim to continue the positive trend in future years. The result also includes the impact of an inflationary increase to staff salaries as well as the increase to the London Living Wage.

During the year to increase efficiency and improve the way we work, we continued to invest in our infrastructure. We introduced Microsoft Dynamics 365 (CRM) during the year to manage the helpdesk for all our central departments, creating and ending tenancies for our clients with e-signature facility, staff establishment management and expense processing.

The continued investment in our infrastructure has provided us the improvements and much-needed flexibility and portability to work from anywhere and from most devices which have internet access. The investment continues to add to our desire of flexibility to scale our capacity to meet the growth when new opportunities arise in the future.

We continue to work in a challenging environment where our performance has been affected by funding reductions from central government to local authorities, and the knock-on effect for organisations like Single Homeless Project; the need to increase the use of agency staff in order to set up urgent services; voids due to delays in re-let works and availability of suitable referrals; and increased arrears as a result of the eviction ban. As most of our properties are owned by Registered Providers, we are required to pay rent for each bed space regardless of whether the rooms are let, or the rent is being paid.

We continue to take every opportunity to improve our financial performance using new technology and solutions. This includes:

- Starting to invest in Microsoft Dynamics 365 (CRM) during 22/23 to start to provide one main hub for the core information. This project will span across multiple years as the scope and functionality offered by this solution is multifaceted with an ability to offer SHP a chance to streamline its processes considerably.
- Investing in Power-Bi reporting solution for all our corporate reports and dashboards. This has enabled organisation wide visibility and up to date information on current voids and arrears.
- Continued focus on improving recovery of rents and service charges and to reduce bad debt and write-offs.
- Improving procurement of suppliers and performance monitoring
- Continuing to diversifying our income sources beyond local authority contracts
- Continuing our recruitment drive to employ permanent staff across all our services to reduce agency expenditure

Despite the challenging environment, Single Homeless Project's financial position remains strong, with year-end reserves of £6.2m (2022: £6.0m). Of these, £1.7m are restricted (2022: £1.7m). Cash

and short-term deposits amounted to £3.2m (2022: £4.2m), whilst lower than last year, the position includes repayment the balance of the £500k CBILS loan (2022: £433k) which we completed early to avoid rising interest costs.

Key financial performance indicators
Single Homeless Project monitored financial performance against the following four key indicators during the year:

- **Surplus: 0.87** (2022: Surplus 0.8%) Unrestricted surplus as a percentage of unrestricted turnover; a measure of financial sustainability over the long term. Target break-even. This is above target, a planned improvement in comparison to the previous year.
- **Overheads: 12.2%** (2022: 11.6%) Central Overheads (re-charged to projects/services) as a percentage of total costs. A key efficiency indicator used by donors and funders. Target: below 15%. Target below15%.
- **Staff expenditure: 100%** (2022: 104%) Actual expenditure against budget. Target 100% of budget. This is the largest single element of Single Homeless Project's expenditure. Whilst agency and locum staff covering vacant posts have still been a factor, we have been able to stay within budget for staff costs in 2022/23.**Income vs budget: -1.07%** (2022: 1.7%) The extent to which turnover falls short of (or exceeds) budget. Target 1%. Whilst turnover is slightly below budget, savings in expenditure still helped achieve a higher than budgeted surplus.

Reserves policy

The Board's policy is to designate funds for anticipated expenditure which is expected to enhance our services or is critical to ongoing services. Movements in reserves are set out in the financial statements.

Single Homeless Project is committed to working with our clients over the long term, however the income associated with our projects and key elements of our costs can be unpredictable. In the event that our activities proved loss-making, it would take time for us to re-price projects, and/or reduce costs to return to break- even. Therefore, to avoid excessive risk of Single Homeless Project's liabilities being greater than its assets and/or it being unable to pay its debts as they fall due, the Board's policy is to build a general fund of £2.0m. This represents approximately three years of cash outflow under a stressed scenario. This includes circumstances where costs may rise unexpectedly and revenue streams do not increase, or we lose contributions from contracts which are re-tendered or de-commissioned.

At the year-end, **general reserves amounted to £2.4 m (2022 - £2.1 m)**.

Having reviewed Single Homeless Project's cash flow projections for the coming year, the Board is confident that Single Homeless Project has sufficient funds to continue as a going concern, and to meet its objectives.

Capital reserve - This reserve of £1.7m reflects Single Homeless Project's investment in its building at 245 Gray's Inn Road. This is one of the principal locations from which Single Homeless Project's services are provided. The capital is therefore not readily convertible into liquid funds.

The following funds have been designated based on the Board's expectations of likely calls on Single Homeless Project's resources over and above its day-to-day operations:

- **Relocation/refurbishment -** £50k is set aside to finance the costs of modifying our offices to meet our ongoing business requirements.
- **Information technology -** £75k. This reserve has been earmarked for planned investment in our IT, Housing and HR systems.

- **Furnishings and equipment** - this reserve, which currently stands at £150k is for the replacement of old or damaged furnishings and equipment in our residential accommodation. Funds in this reserve are based on expected replacement costs and are expended when furniture and equipment need replacing.
- **Property maintenance** – currently standing at £115k, this reserve is for essential works to our properties which will not be met by the property owners. Funds are transferred based on expected cyclical maintenance costs and unplanned future repairs, and are expended as repair costs are incurred.
- **Innovation and evaluation** –this fund, currently £40k, is for the improvement of our services, to try out and evaluate new approaches to service delivery, and to streamline our processes to meet the needs of the future.
- **Asset cover for funds** - Note 16 sets out an analysis of the assets attributable to the various funds. These assets are sufficient to meet Single Homeless Project's obligations on a fund by fund basis.

Principal risks and uncertainties

In the last year, the Trustees re-assessed the risks to which Single Homeless Project is exposed. The most significant of these continue to be the loss of revenue, leading to financial instability; serious incidents leaving staff or clients at risk of injury; and any serious incident or service failure leading to reputational damage. We have quantified the risks by considering their probability and impact and as a result, have been able to delegate responsibility to senior staff to ensure controls are in place to manage them.

The Board recognises that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

We hold the ISO 9001 2015 Quality standard. Being able to demonstrate our management system meets these quality management requirements has enhanced our ability to systematically assess, plan, control and monitor risks.

Streamlined Energy & Carbon Reporting Disclosure

Methodology used

As a large charitable organisation, Single Homeless Project is required to report its energy use and carbon emissions in accordance with the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.

The data detailed in this table represent emissions and energy use for which we are responsible, including energy used in our offices and accommodation services. We have used the main requirements of the Greenhouse Gas Protocol Corporate Standard to calculate our emissions, along with the UK Government GHG Conversion Factors for Company Reporting 2020. Any estimates included in our totals are derived from actual data.

GHG emissions and energy use data for the period:	Current reporting year (2022/23) UK & offshore	Last reporting year (2021/22) UK & offshore	% Change Current year to Last year.
Total Gross Scope 1 & 2 (tCO2e)	505.87	558.95	-9%
Total Scope 1, 2 & 3 (tCO2e) (Scope 3 = Greyfleet & Electricity Transmission & Distribution)	505.87	558.95	-9%
Total kgCO2e	505,874.36	574,241.23	-12%
Intensity Metric (Gross Scope 1&2): tCO2e/£m turnover	13.00	15.53	-16%
Scope 1 & 2 UK Energy Consumption (kWh)	2,722,827	2,922,064	-7%
Scope 3 (Greyfleet, T&D) Energy Consumption (kWh)	0	0	0%
Market Based Scope 2 Consumption (kWh)	816,376.00	813,928.00	0%
Market Based Scope 2 Emissions (tCO2e)	0	0	0%
Total Gross Scope 1 & 2 - Market Based (tCO2e)	348.00	386.13	-10%
Total UK Energy Consumption (kWh)	2,722,827	2,922,064	-7%

Energy Efficiency actions undertaken during reporting year:

- Replacing inefficient lighting with energy saving bulbs or LED.
- Reduced thermostat set points by 1°C. Restricting maximum temperature to 21°C.
- Set computer energy saving settings.
- Promoting energy awareness training among staff and residents.

Future plans and ambitions

We will build on the notable achievements over the last year, always prioritising the needs of our clients, but continuing to focus on SHP's long-term sustainability.

Our priorities for year three of our five-year strategy are:

Promoting and campaigning on the demands set out in our 'Making women Count' report
We will build on the success of last year, influencing the Government to address the systemic inequalities creating barriers to women accessing support and housing and engaging even more boroughs, sectors and organisations in the process.

Improving our gender informed services for women experiencing multiple disadvantages
We want to ensure a consistently safe and high standard of service offer to women using our hostels, providing routes away from violence, aggression, and exploitation in all its forms. We will do this by achieving Domestic Abuse Housing Alliance (DAHA) accreditation by June 2024, producing internal guidance for safe spaces in mixed gender hostels and increasing uptake of Clearing House accommodation by women.

Health
We have already demonstrated how essential health navigation and primary health in-reach in hostels is to meet the chronic health needs of people who are homeless. In the next year, we need to find new funding to sustain our work and continue to find solutions for those clients with additional unmet care needs. We will continue to work with Healthy London Partnership (NHS) and our key Borough Commissioners to both highlight the need in services and to make the case to fund services at the right level and in the right way.

Ofsted registration
Preparations for Ofsted registration in some of our young people schemes will continue. This includes changes and improvements to the accommodation, training our staff, and developing the governance requirements. Our aim is to complete the registration process by July 2023, ready for inspection from 2024.

Expanding our Single Homeless Prevention Service (SHPS)
We are very likely to see an increase in people at risk of homelessness in the coming year. We will continue to work with local authorities to support them to deliver their statutory duty under the Homeless Reduction Act as this is critical to preventing homelessness. In partnership with Bridges Fund Management, we are ambitious to work with even more boroughs to prevent homelessness, or to find accommodation for those who face imminent homelessness.

Digital inclusion for our clients
In 2023/24, we look forward to launching our new Digital Inclusion strategy. We will ensure that our clients, particularly those most disadvantaged, have the skills, confidence and motivation, to function digitally, and have access to equipment and connectivity.

Ensuring SHP's long-term sustainability
The cost-of-living pressures continue, impacting the lives of our clients and staff as well as our operating costs - pressures experienced by all providers in the homelessness sector. Local authorities do not have the central Government funding they need to keep pace with inflation, and this has become particularly evident recently. As a result, contract income has not kept pace with cost-of-living increases, which has left us unable to raise staff pay adequately. Despite this, we are determined to ensure our services are sustainable, our clients continue to receive the quality support they deserve, and we can get to a position where we can pay staff fairly. We will review

our business model and ensure that we have the most efficient structures in place suitable to manage the current financial environment.

Structure, governance and management

Governance

Single Homeless Project is a charity and a company limited by guarantee with no share capital. None of the Trustees has any beneficial interest in Single Homeless Project. All Trustees are members of the company and guarantee to contribute such amount as may be required (not exceeding £1) to its assets in the event of a winding up.

Single Homeless Project's business is conducted under the framework of its governing Articles of Association.

Trustees are selected by open advertisement. In accordance with the Articles of Association, one third of the Trustees resigns by rotation each year and, if willing, stands for re-election at the September Board meeting alongside any prospective new Trustees and Trustees co-opted during the year.

During the recruitment process prospective Trustees are interviewed by Board members, meet the Chair of the Board and the Chief Executive and are briefed on Single Homeless Project's work, strategy and its governance arrangements. They are also required to visit scheme-based services and to observe at a Board meeting. Once elected or co-opted, all Board members participate in a programme of regular visits to Single Homeless Project services which enable members to meet staff and clients, to develop a more in- depth understanding of the service and some of the challenges faced and the outcomes achieved, and to provide feedback to the Board.

The Nominations and Governance Committee and the Services Committee are now established and have met throughout the year.

The Board has adopted the Charity Governance Code and are committed to continuous improvement, and implementation of of the seven principles,

Organisational structure

Single Homeless Project's Board has ultimate responsibility for all aspects of Single Homeless Project's work, in particular determining strategy and direction, setting the annual budget and monitoring performance and service delivery.

In addition to the Board, Single Homeless Project has four committees: Finance and Audit, Quality (subject to review), Remuneration and Property.

- The Finance and Audit Committee is responsible for monitoring Single Homeless Project's financial performance and probity. It also oversees Single Homeless Project's pension arrangements.
- The Services Committee monitors client services and outcomes, safeguarding and client satisfaction.
- The Nominations and Governance Committee oversees the charity's governance arrangements; the approach to Board renewal and succession planning; corporate pay policy and recommends executive remuneration levels to the Board.
- The Property Committee meets on an ad hoc basis and oversees the purchase of premises or accommodation for Single Homeless Project.

The Board delegates day-to-day running of the organisation to a qualified, salaried senior management team led by the Chief Executive with membership including the Director of Services, Director of Finance, IT and Facilities, Director of Human Resources and Organisational Development and Director of Business Development and Fundraising.

Remuneration policy for key management personnel

SHP's Pay Policy lays out the following steps for setting pay for roles in SHP:

- A two-yearly external salary benchmarking report based on relevant sector comparators
- A two-yearly review of our target benchmark position for a range of key posts addressing any under- or over-payment issues of concern appropriately which have been identified in the two-yearly reviews, above

Currently, SHP's current target benchmark position is the median position.

The Nominations and Governance Committee are responsible for approving the policy and process for reviewing Executive Management Team remuneration, taking appropriate independent advice and making recommendations to the Board of Trustees. The Board are responsible for considering these recommendations and approving any decisions about Executive Management Team pay.

Statement of trustees' responsibilities

The trustees (who are also directors of Single Homeless Project for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of Single Homeless Project's affairs and of its incoming resources and application of resources, including the income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the organisation will continue in operation.

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

In so far as the trustees are aware:

- there is no relevant audit information of which Single Homeless Project's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report which includes the strategic report has been approved by the trustees on 19 July 2023 and signed on their behalf by:



Liz Rutherfoord, Secretary

3. Independent auditor's report

Opinion

We have audited the financial statements of Single Homeless Project (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a fair view and true state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended.
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other Information

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

misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:
We enquired of management and the Finance and Audit Committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:

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

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

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

Use of our report

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

Sayer Vincent LLP

Joanna Pittman (Senior statutory auditor)
21 July 2023
for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON,
EC1Y 0TL

Single Homeless Project

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

For the year ended 31 March 2023

	Note	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Income from:							
Donations and legacies	2	526,603	652,001	**1,178,604**	674,189	814,786	1,488,975
Charitable activities							
Client services	3	36,656,951	670,830	**37,327,781**	34,016,758	1,223,135	35,239,893
Investments - interest receivable		50	-	**50**	50	-	50
Other sources	4	390,602	-	**390,602**	414,926	-	414,926
Total income		37,574,206	1,322,831	**38,897,038**	35,105,923	2,037,921	37,143,844
Expenditure on:							
Raising funds	6	318,472	-	**318,472**	214,976	-	214,976
Charitable activities							
Client services	6	36,783,417	1,604,136	**38,387,553**	34,613,768	2,214,990	36,828,758
Total expenditure		37,101,889	1,604,136	**38,706,025**	34,828,744	2,214,990	37,043,734
Net income / (expenditure) for the year before transfers	7	472,317	(281,305)	**191,012**	277,179	(177,069)	100,110
Transfers between funds		(209,314)	209,314	**-**	(839)	839	-
Net movement in funds		263,003	(71,991)	**191,012**	276,340	(176,230)	100,110
Reconciliation of funds:							
Total funds brought forward		4,289,685	1,748,736	**6,038,421**	4,013,344	1,924,966	5,938,311
Total funds carried forward		4,552,688	1,676,745	**6,229,433**	4,289,685	1,748,736	6,038,421

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 17 to the financial statements.

Single Homeless Project

Balance sheet

Company no. 1741926

As at 31 March 2023

	Note	£	2023 £	£	2022 £
Fixed assets:					
Tangible assets	11		**3,045,285**		3,201,832
			3,045,285		3,201,832
Current assets:					
Debtors	12	**4,251,865**		3,703,847	
Short term deposits		**15,001**		15,001	
Cash at bank and in hand		**3,156,374**		4,227,174	
		7,423,240		7,946,022	
Liabilities:					
Creditors: amounts falling due within one year	13	**(4,239,091)**		(4,676,099)	
Net current assets			**3,184,149**		3,269,923
Creditors due after one year					
Unsecured Loan		**-**		**(433,333)**	
Total net assets			**6,229,433**		6,038,421
The funds of the charity:	17a				
Restricted income funds			**1,676,744**		1,748,736
Unrestricted income funds:					
Designated funds		**2,142,678**		2,183,313	
General funds		**2,410,010**		2,106,372	
Total unrestricted funds			**4,552,688**		4,289,685
Total charity funds			**6,229,433**		6,038,421

Approved by the trustees on 19 July 2023 and signed on their behalf by



Jon Rosser
Chair



Peter Brogden
Treasurer

Single Homeless Project

Statement of cash flows

For the year ended 31 March 2023

Reconciliation of net income to net cash flow from operating activities

	2023	2022
	£	£
Net income for the reporting period (as per the statement of financial activities)	191,012	100,110
Depreciation charges	174,143	210,585
Dividends, interest and rent from investments	(50)	(50)
Transfer of assets from Elms	–	–
(Increase) / Decrease in debtors	(548,018)	(834,837)
(Increase) / Increase in creditors	(437,007)	204,161
Net cash used in operating activities	(619,919)	(320,031)

	Note	2023		2022	
		£	£	£	£
Cash flows from operating activities					
Net cash used in operating activities			**(619,919)**		(320,031)
Cash flows from investing activities:					
Dividends, interest and rents from investments		50		50	
Purchase of fixed assets		(17,596)		(44,916)	
Net cash used in investing activities			**(17,546)**		(44,866)
Cash flows from financing activities:					
Repayments of borrowing		(433,333)		(66,667)	
Net cash (used by) / provided by financing activities			**(433,333)**		**(66,667)**
Change in cash and cash equivalents in the year		(637,465)		(364,897)	
Cash and cash equivalents at the beginning of the year		4,242,174		4,673,738	
Cash and cash equivalents at the end of the year		3,171,375		4,242,174	

Analysis of cash and cash equivalents and of net debt

	At 1 April 2022	Cash flows	At 31 March 2023
	£	£	£
Cash at bank and in hand	4,227,174	(1,070,800)	**3,156,374**
Notice deposits (less than 3 months)	15,001	–	**15,001**
Total cash and cash equivalents	4,242,174	(1,070,800)	**3,171,375**

1 Accounting policies

a) Statutory information

Single Homeless Project is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 245 Grays Inn Road, London, WC1X 8QY.

b) Basis of preparation

The financial statements have been prepared in accordance with the Charities SORP FRS 102, "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)", FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Companies Act 2006.

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

The accounts have included the tangible assets for Elms at fair value at the point of acquisition.

Key judgements that SHP has made which have a significant effect on the accounts include estimating the provision for bad debts arising from arrears of rent and service charges.

c) Public benefit entity

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

d) Going concern

The Trustees consider that there are no material uncertainties about SHP's ability to continue as a going concern.

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

e) Income

Income is recognised when SHP 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 the amount can be measured reliably.

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

On receipt, donated gifts, professional services and facilities are recognised on the basis of the value of the gift to SHP which is the amount SHP 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 SHP can be measure the amount reliably; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Restricted funds are used for specific purposes set out by donors. Expenditure which meets these criteria is charged to the fund. Unspent balances are carried forward for use in future years. The purposes and uses of restricted funds are set out in the notes to the accounts.

Unrestricted funds are other incoming resources received or generated for SHP's charitable purposes.

Designated funds comprise funds which have been set aside at the discretion of the Trustees for specific purposes. The purposes and uses of designated funds are set out in the Trustees' report.

1 Accounting policies (continued)

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 SHP incurs in seeking voluntary contributions from third parties, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services to clients in accordance with SHP's charitable purposes, and their associated support costs

Expenditure includes attributable VAT which cannot be recovered.

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 functions, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

- Client services 88%
- Support and governance costs 12%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on direct costs, of the amount attributable to each activity

- Client services 100%

Governance costs are the costs associated with SHP's governance arrangements. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of SHP's activities.

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Freehold land and buildings are stated at cost with the exception of Elms assets recognised at fair value at the date of acquisition, which is now the deemed cost. Freehold land is not depreciated.

Movable assets and all computer hardware and software costing over £1,000 are capitalised.

Tangible assets are stated at cost less depreciation.

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

- Buildings 50 years
- Office furniture and desktop equipment 4 years
- IT equipment 3 years
- Hostel furniture and equipment 2 years

m) 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.

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and bank balances accessible at less than 24 hours' notice. Short term deposits are accessible at more than 24 hours' notice, but less than three months.

1 Accounting policies (continued)

o) Creditors and provisions

Creditors and provisions are recognised where SHP 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.

SHP 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.

p) Pensions

SHP operates a group personal pension scheme and an auto-enrolement pension scheme with defined employer's and employees' contributions. The pension costs charged in the accounts represent the contributions payable by SHP during the year.

2 Income from donations

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Cripplegate Foundation		1,542	**1,542**	–	4,500	4,500
Achieving Potential		97,784	**97,784**	–	164,750	164,750
Project Kali		93,826	**93,826**	–	85,000	85,000
GreenHouse		33,943	**33,943**	–	80,402	80,402
SoundHouse		44,000	**44,000**	–	84,641	84,641
ArtsHouse		18,755	**18,755**	–	117,478	117,478
Sodexo Fund		–	**–**	–	6,562	6,562
Psychotherapies		71,795	**71,795**	–	98,103	98,103
Westminster Almshouses		15,350	**15,350**	–	10,330	10,330
Health Programme		275,007	**275,007**	–	163,020	163,020
Other donations and grants	526,603		**526,603**	674,189	–	674,189
	526,603	652,001	**1,178,604**	674,189	814,786	1,488,975

3 Income from charitable activities

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Rents and service charges	12,927,504		**12,927,504**	11,394,691	–	11,394,691
Support service contracts:						
LB Camden	4,278,631		**4,278,631**	3,660,549	–	3,660,549
LB Hackney	887,480		**887,480**	882,298	–	882,298
LB Hammersmith & Fulham	517,201		**517,201**	455,636	–	455,636
LB Islington	6,299,541		**6,299,541**	7,336,868	–	7,336,868
LB Lambeth	912,672		**912,672**	889,836	–	889,836
LB Lewisham	1,296,694		**1,296,694**	1,143,047	–	1,143,047
LB Newham	212,754		**212,754**	434,024	–	434,024
LB Redbridge	2,035,404		**2,035,404**	2,513,908	–	2,513,908
LB Tower Hamlets			**–**	–	–	–
LB Waltham Forest	273,673		**273,673**	409,500	–	409,500
LB Wandsworth	508,811		**508,811**	369,876	–	369,876
Royal Borough of Greenwich	1,055,731		**1,055,731**	1,019,182		1,045,967
Westminster City Council	2,628,744		**2,628,744**	2,390,728	–	2,390,728
National Probation Service	742,590		**742,590**	910,174	–	910,174
Royal Borough of Kensington and Chelsea	136,366		**136,366**	122,509	–	122,509
LB Enfield	26,486		**26,486**	–	–	–
LB Havering	174,484		**174,484**	83,932	–	83,932
GLA	1,742,186		**1,742,186**	–	–	–
Grants:						
Big Lottery Fund		492,092	**492,092**	–	1,080,029	1,080,029
Sport Programme		178,738	**178,738**	–	143,106	143,106
Total income from provision of client services	36,656,951	670,830	**37,327,781**	34,016,758	1,223,135	35,266,678

4 Income from other sources

	Unrestricted £	Restricted £	**2023 Total £**	Unrestricted £	Restricted £	2022 Total £
Sundry income	390,602	–	**390,602**	414,926	–	414,926
	390,602	–	**390,602**	414,926	–	414,926

5a Analysis of expenditure (current year)

	Cost of raising funds £	Charitable activities: Client services £	Governance costs £	Support costs £	**2023 Total £**	2022 Total £
Staff costs (Note 8)	259,457	22,477,098	39,807	3,368,455	**26,144,817**	24,781,379
Housing management and services	–	5,242,410	–	–	**5,242,410**	4,982,876
Rents payable to Registered Providers	–	3,870,556	–	–	**3,870,556**	3,656,421
Other direct client service costs	–	1,936,081	–	–	**1,936,081**	1,820,022
Staff welfare, training and travel	–	97,607	–	210,081	**307,688**	353,064
Office rents, rates, energy, cleaning, repairs and services	–	328,510	–	286,727	**615,237**	893,659
Depreciation	–	–	–	174,144	**174,144**	210,586
Other support costs	59,015	–	23,520	332,559	**415,094**	345,727
	318,472	33,952,261	63,327	4,371,965	38,706,025	37,043,734
Support costs	–	4,371,965	–	(4,371,965)	**–**	–
Governance costs	–	63,327	(63,327)	–	**–**	–
Total expenditure 2023	**318,472**	**38,387,553**	**–**	**–**	**38,706,025**	
Total expenditure 2022	**214,976**	**36,828,758**	**–**	**–**	**37,043,734**	**37,043,734**

5b Analysis of expenditure (prior year)

		Charitable activities			
	Cost of raising funds £	Client services £	Governance costs £	Support costs £	2022 Total £
Staff costs (Note 8)	198,115	21,587,834	38,158	2,957,272	**24,781,379**
Housing management and services	–	4,982,876	–	–	**4,982,876**
Rents payable to Registered Providers	–	3,656,421	–	–	**3,656,421**
Other direct client service costs	–	1,820,022	–	–	**1,820,022**
Staff welfare, training and travel	–	149,825	–	203,239	**353,064**
Office rents, rates, energy, cleaning, repairs and services	–	333,263	–	560,396	**893,659**
Depreciation	–	–	–	210,586	**210,586**
Other support costs	16,861	–	23,100	305,766	**345,727**
	214,976	32,530,241	61,258	4,237,259	37,043,734
Support costs	–	4,237,259	–	(4,237,259)	**–**
Governance costs	–	61,258	(61,258)	–	**–**
Total expenditure 2022	**214,976**	**36,828,758**	**–**	**–**	**37,043,734**

6 Net income for the year

This is stated after charging:

	2023 £	2022 £
Depreciation	**174,143**	210,585
Operating lease rentals:		
Property	**1,163,083**	983,642
Other	**54,444**	67,682
Auditor's remuneration (excluding VAT)		
Audit	**17,150**	14,950

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

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	**19,466,323**	18,942,278
Redundancy and termination costs	**49,114**	5,760
Social security costs	**1,873,959**	1,705,518
Employer's contribution to defined contribution pension schemes	**1,306,275**	1,211,399
Agency staff	**3,449,145**	2,916,424
	26,144,817	24,781,379

The number of employees who received employee benefits (excluding employer pension costs) of £60,000 or more during the year was:

	2023 No.	2022 No.
£60,000 - £69,999	**3**	4
£70,000 - £79,999	**3**	3
£80,000 - £89,999	**2**	1
£90,000 - £99,999		**1**

The highest paid employee, earned pre-salary sacrifice emoluments (excluding pension contributions) of £93,386. For the year ending March 2023, the highest salary to median salary ratio at SHP was 1:3.36, compared to previous year (1:3.46). SHP's gender pay gap snap shot in April 2022 shows a mean gender pay gap of -3.6% (2021-2.53%) and a median gender pay gap of -5.39% (2021- 0.00%).

The total employee benefits including pension contributions and employers' NIC, of the Executive Management Team were £491,916 (2022: £491,140).

The Trustees were not paid and did not receive any other benefits from employment with SHP in the year (2022: £nil). None of the Trustees received payment for professional or other services supplied to SHP (2022: £nil).

Trustees' expenses for payment or reimbursement of travel and subsistence costs, totalling £Nil (2022: £Nil) 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 as follows:

	2023 No.	2022 No.
Raising funds	6	5
Providing client services	710	719
Support and governance	80	71
	796	795

9 Related party transactions

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

There are no other related party transactions to disclose for 2023 (2022: none).

10 Taxation

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

11 Tangible fixed assets

	Land and buildings £	Furniture and equipment £	Total £
Cost or Deemed cost			
At 1 April 2022	3,178,082	604,400	**3,782,482**
Additions in year	–	17,596	**17,596**
Disposals in year	–	(76,214)	**(76,214)**
At 31 March 2023	3,178,082	545,782	**3,723,864**
Depreciation			
At 1 April 2022	331,710	248,940	**580,650**
Charge for the year	61,222	112,921	**174,143**
Disposal for the year	–	(76,215)	**(76,215)**
At 31 March 2023	392,933	285,647	**678,578**
Net book value			
At 31 March 2023	2,785,149	260,135	**3,045,285**
At 1 April 2022	2,846,372	355,460	**3,201,831**

Land with a value of £1,458,366 (2022: £1,458,366) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

12 Debtors

	2023 £	2022 £
Trade debtors	2,955,446	2,527,749
Arrears of rent and service charges	814,944	706,833
Prepayments and accrued income	468,075	463,367
Staff loans	13,399	5,898
	4,251,865	3,703,847

13 Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	1,988,732	2,099,591
Taxation and social security	–	447,155
Other creditors	111,098	137,208
Accruals	1,034,882	940,318
Deferred income - see note 14	1,104,380	1,051,827
	4,239,091	4,676,099

14 Deferred income

Deferred income comprises 2022/23 contract income received in advance.

	2023 £	2022 £
Balance at 1 April	1,051,827	1,301,062
Amount released to income in the year	(683,001)	(932,236)
Amount deferred in the year	735,554	683,001
Balance at 31 March	1,104,380	1,051,827

15 Creditors: amounts falling due after one year

	2023 £	2022 £
Bank Loans	–	433,333
	–	433,333

The company has fuly repaid the unsecured CBILS loan of £500,000 from July 2021. The loan was free of interest in year one and an interest rate of 3.96% above the bank base rate applied from year two, however this has been repaid in full.

16a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	260,135	1,712,678	1,052,147	3,024,961
Net current assets	2,149,875	430,000	624,597	3,204,471
Net assets at the end of the year	2,410,010	2,142,678	1,676,744	6,229,433

16b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	355,460	1,753,313	1,093,059	3,201,832
Net current assets	2,184,245	430,000	655,677	3,269,922
Creditors due after one year	(433,333)	–	–	(433,333)
Net assets at the end of the year	2,106,372	2,183,313	1,748,736	6,038,421

17a Movements in funds (current year)

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	**At the end of the year £**
Restricted funds:					
Catalyst Programme	7,070	1,542	1,542	–	**7,070**
GreenHouse	(1,831)	33,943	71,536	39,424	**–**
ArtHouse	(2,318)	18,755	124,585	108,149	**–**
Project Kali	18,771	93,826	93,826	–	**18,771**
Fulfilling Lives	(4)	492,092	400,504	(91,584)	**–**
Sport Programme	(45,449)	178,738	198,633	65,344	**–**
SoundHouse	–	44,000	96,907	52,907	**–**
Achieving Potential – Employability	11,886	97,784	137,530	27,860	**–**
Sodexo Fund	–	–	6,385	6,385	**–**
Psychotherapies	(635)	71,795	71,989	829	**–**
WCC Mean	9,667	–	–	–	**9,667**
Westminster Almshouses	4,028	15,350	10,124	–	**9,254**
Health Programme	10,413	275,007	279,628	–	**5,792**
ELMS Capital Reserve	1,093,059	–	40,912	–	**1,052,147**
ELMS	644,079	–	70,036	–	**574,043**
Total restricted funds	1,748,736	1,322,831	1,604,136	209,314	**1,676,744**
Unrestricted funds:					
Designated funds:					
Capital reserve	1,753,313	–	–	(40,635)	**1,712,678**
Relocation/refurbishment/H&S mods costs	50,000	–	–	–	**50,000**
Information technology	75,000	–	–	–	**75,000**
Furnishings and equipment	150,000	–	–	–	**150,000**
Property maintenance	115,000	–	–	–	**115,000**
Innovation and evaluation	40,000	–	–	–	**40,000**
Total designated funds	2,183,313	–	–	(40,635)	**2,142,678**
Fair value reserve	–	–	–	–	**–**
General funds	2,106,372	37,574,206	37,101,889	(168,679)	**2,410,010**
Total unrestricted funds	4,289,685	37,574,206	37,101,889	(209,314)	**4,552,688**
Total funds	6,038,420	38,897,038	38,706,025	–	**6,229,433**

17b Movements in funds (prior year)

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	At the end of the year £
Restricted funds:					
Catalyst Programme	4,853	4,500	2,283	–	**7,070**
Rent Deposit Grants	166	–	–	(166)	**–**
GreenHouse	(394)	80,402	81,839	–	**(1,831)**
ArtHouse	55	117,478	119,851	–	**(2,318)**
Project Kali	13,978	85,000	80,207	–	**18,771**
Fulfilling Lives	83,922	1,080,029	1,163,955	–	**(4)**
Sport Programme	(1,139)	143,106	187,416	–	**(45,449)**
SoundHouse	(1,808)	84,641	82,833	–	**–**
Achieving Potential - Employability	151	164,750	153,015	–	**11,886**
Sodexo Fund	–	6,562	7,567	1,005	**–**
Psychotherapies	2,451	98,103	101,189	–	**(635)**
WCC Mean	9,900	–	233	–	**9,667**
Westminster Almshouses	6,678	10,330	12,980	–	**4,028**
Heal Health Programme	–	163,020	152,607	–	**10,413**
ELMS Capital Reserve	1,133,971	–	40,912	–	**1,093,059**
ELMS	672,182	–	28,103	–	**644,079**
Total restricted funds	1,924,966	2,037,921	2,214,990	839	**1,748,736**
Unrestricted funds:					
Designated funds:					
Capital reserve	1,793,948	–	–	(40,635)	**1,753,313**
Relocation/refurbishment/H&S mods costs	50,000	–	–	–	**50,000**
Information technology	75,000	–	–	–	**75,000**
Furnishings and equipment	150,000	–	–	–	**150,000**
Property maintenance	115,000	–	–	–	**115,000**
Innovation and evaluation	40,000	–	–	–	**40,000**
Total designated funds	2,223,948	–	–	(40,635)	**2,183,313**
General funds	1,789,397	35,105,923	34,828,744	39,796	**2,106,372**
Total unrestricted funds	4,013,345	35,105,923	34,828,744	(839)	**4,289,685**
Total funds	5,938,311	37,143,844	37,043,734	–	**6,038,420**

Purposes of restricted funds

The Catalyst programme, funded by the Cripplegate Foundation, provides financial assistance to address isolation and to connect vulnerable Islington residents with opportunities and services.

Rent Deposit grants: The rent deposit grants were provided by the National Probation Service to facilitate the payment of rent deposits for qualifying SHP clients to enable them to access private rented accommodation.

The GreenHouse programme was funded by BUPA UK Foundation, Swire Charitable Trust and Chapman Trust. The programme engages clients with gardening and food growing activities across a number of SHP managed gardens and allotments, bringing enormous benefits for mental wellbeing, personal development and recovery.

The ArtHouse Programme was funded by our corporate partner and the Scottish Power Foundation. The programme provides a range of art related activities across SHP services and a diverse art related activities supporting people to find jobs and volunteering opportunities within the creative industries.

The SoundHouse programme, funded by Youth Music is an ambitious SHP-wide music project which brings young artists and creatives together with professional musicians and producers to create new and original music and media.

The Sport Programme funded by Sport England, transforms the lives of people experiencing homelessness through sport and physical activity. The initiative is designed to get people more active, in order to prolong their lives, improve mental and physical health and reduce isolation

health and reduce isolation.

The Therapies programme funded by Cloudesley, provides in-house therapy and counselling for the clients across various SHP services.

Purposes of restricted funds (continued)

The Health Programme funded by the KKR Foundation provides a path forward in creating and initiating immediate mental and physical health support for the most vulnerable homeless people in Westminster, Camden, Islington, Newham and Redbridge by creating specialist Health Lead roles in our hostels.

Project Kali – Housing First was funded by two major donors. Project Kali is designed to support women whose needs may not be met effectively by other services. The project aims to provide emotional and practical support to women in crisis, identifying women with multiple disadvantage who are at risk of homelessness following their release from prison.

Young People support services – funded by Workspace and LandAid, provided funding for the Youth Opportunities Coordinator post and ETE and wellbeing activities supporting young people's activities across our hostels, as well as, enabled us to refurbish the kitchen space in one of our Young People's hostels in Greenwich.

Achieving Potential the employability programme, funded by Qsix, Tideway, Nationwide Foundation and Paddington Development Trust (ESF), provides our clients with a clear pathway away from our support services and into independence in their local community. It focuses on working with our clients – described as advanced on their recovery journey and contemplating ETE opportunities.

Fulfilling Lives: funded by Big Lottery Fund as one of 10 funded areas nationally, the Fulfilling Lives Programme looks to model best practice in service delivery and through the service outcomes influence system change in the commissioning of services for people with complex needs living in Camden and Islington.

Purposes of designated funds

SHP's funds include designated funds which the Trustees have set aside out of unrestricted funds for specific purposes. These are described in the Trustees' report.

18 Operating lease commitments

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

	Property		Equipment	
	2023	2022	**2023**	2022
	£	£	**£**	£
Less than one year	**227,030**	**248,030**	**-**	**17,197**
One to five years	**391,663**	**218,933**	**-**	-
Over five years	**47,520**	-	**-**	-
	666,213	466,963	**-**	17,197

19 Legal status of the charity

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

20 Post balance sheet event

The property held on Park Road Leyton sold on 3 July 2023 for £530,000.

Single Homeless Project
245 Gray's Inn Road,
London, WC1X 8QY

www.shp.org.uk
T: 0204 509 8300
E: info@shp.org.uk

Single Homeless Project

Registered Charity Number: 287779
Company Limited by Guarantee Number 1741926

THE SINGLE HOMELESS PROJECT

England & Wales - Charity number 287779

Accounts

shp

preventing homelessness
transforming lives



Single Homeless Project

Annual Report and Accounts 2020-21

Single Homeless Project is a London-wide charity. Our vision is of a society where everyone has a place to call home and the chance to live a fulfilling life.

We help single Londoners by preventing homelessness, providing support and accommodation, promoting wellbeing, enhancing opportunity, and being a voice for change.

From supporting people in crisis to helping people take the final steps towards independence and employment, we make a difference to 10,000 lives every year across all 32 boroughs.

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2. Trustees' report for the year ended 31 March 2021
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6. Statement of cash flows
7. Notes to financial statement

1. Reference and administrative information (for the year ended 31 March 2021)

Charity number
287779 (Registered in England and Wales)

Company number
1741926 (incorporated in the UK)

Registered office and operational address
Single Homeless Project, 245 Gray's Inn Road
London, WC1X 8QY

Trustees
The trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:
Jon Rosser, Chair
David Braverman
Lindsey Chiswick BA (Hons)
Mark Fell
Chris Clements
Peter Rowbottom BA (Hons)
Lindsey Marsden (resigned November 2020)
Jon Edwards MEng FCA FCSI; M Fell MA MSc CPE; Treasurer (resigned September 2020)
Peter Brogden (joined September 2020 and appointed Treasurer)
Cristina Martinez Fernandez (joined September 2020)
Henrietta Geary (joined September 2020)
Nicky Boland (joined September 2020)

Secretary
Liz Rutherfoord

Executive Management Team
Liz Rutherfoord, Chief Executive
Toni Warner, Deputy Chief Executive & Director of Services
Rupa Bhola, Director of Finance, IT & Facilities
Jamie Mills, Director of Business Development & Fundraising
Howard Rosenthal, Director of Human Resources & Organisational Development

Bankers
National Westminster Bank Plc
London Corporate Service Centre
London, EC1V 7DY

Solicitors
Devonshires
30 Finsbury Circus
London, EC2M 7DT

Auditor
Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
Invicta House, 108-114 Golden Lane
London, EC1Y 0TL

2. Trustees' report for year ended 31 March 2021

The trustees present their report and the audited financial statements for the year ended 31 March 2021.

Reference and administrative information is set out on page four of this report. The financial statements comply with current statutory requirements, the articles of association, the Companies Act and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities - public benefit

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing Single Homeless Project's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set. SHP's objective is entirely focused on public benefit – to provide relief to persons in need by reason of age, frailty, ill health, mental or physical disability, and poverty, social or economic circumstances or otherwise through the provision of support services and other ways as the trustees shall determine.

Single Homeless Project's main aim is to reduce poverty, social exclusion and homelessness and to make a lasting improvement to the quality of life of our clients.

Strategic Report

Single Homeless Project is a London-wide charity. Our vision is of a society where everyone has a place to call home and the chance to live a fulfilling life.

We help single Londoners by preventing homelessness, providing support and accommodation, promoting wellbeing, enhancing opportunity and acting as a voice for change. From supporting those in crisis to helping people take the final steps towards independence, this year we worked with nearly 10,000 individuals across all 32 London boroughs.

Our services continued to grow and develop over the past year as we responded to the challenges of the pandemic and participated in the Everyone In initiative which supported rough sleepers to move in to accommodation and stay safe.

In the face of a challenging funding and policy environment, we continued to innovate and to diversify our services. We ensured that Londoners facing homelessness remained able to access the support they needed, and that we helped them to make a lasting improvement to their quality of life.

Our business plan priorities for 2020/21 were:

- Expand our services for rough sleepers
- Support our clients to improve their health
- Prevent more people from becoming homeless
- Build a service legacy from the Fulfilling Lives Programme

- Help more of our clients into independence
- Expand our Opportunities Programme

Our staff, locums and volunteers always show exceptional focus and commitment to our clients. We want to thank each one wholeheartedly for their flexibility, adaptability and resilience in the face of all the difficulties that the pandemic has thrown at us over the past year.

In 2020-21, we worked with over 10,000 Londoners who were facing or experiencing homelessness

1,668 people
housed in our hostels and supported accommodation

Over 1,200 people
helped off the street and into safe and secure emergency places to live through the Everyone In scheme

Over 5,000 Londoners
at risk of homelessness supported in the community...

...including 1,600 people in our Pan-Londoner Offender service

127 people supported to gain settled status

100 people
helped into their own accommodation through our 'New To The Streets' service

784 emergency grants
to support clients to buy key essentials

Over 550 young people supported

Over 800 people
helped to move into housing in the private-rented sector.

961 people
have grown their confidence, skills and social contact through our Opportunities programme

94%
of clients sustaining their tenancy for more than six months

Over 500 people
supported into education, training or paid employment

75%
of clients remaining in work for the full contract length or over six months

Over 100 Londoners
supported through Housing First schemes

including **15 women** in our Project Kali Service

shp
preventing homelessness transforming lives

Achievements and impact

Services for rough sleepers

Whilst the last year has probably been our most challenging ever due to the Covid-19 pandemic, it has also afforded us the opportunity to do things differently. We managed to not only keep all of our hostels open and our outreach services running throughout the lockdowns, but we also increased the number of people we worked with and the number of services we were able to deliver.

Off the streets and into safety
In response to the Ministry of Housing Communities & Local Government's (MHCLG) 'Everyone In' initiative, we worked with the GLA and the London Boroughs of Camden, Islington, Hackney, Havering, Newham and Redbridge to set up and run 360 bedspaces in hotels and in other temporary sites. We helped over 1,000 Londoners off our city's streets and into safe and secure accommodation.

We focused on identifying more permanent housing for everyone we had supported off the streets. By the end of March 21, we'd helped 1,007 people to move into either some form of supported housing where they could stay for longer or into their own tenancy in the private rented sector.

Navigator Services
We expanded our Navigator Services in Redbridge, Newham, Islington and Camden. These outreach services are designed to help rough sleepers with some of the most complex needs and offer a consistent source of support. At the height of the pandemic, these services were critical to ensuring that those most at risk (including people with no recourse to public funds) had food and clothing as well as access to the welfare and health support they needed when so many services had closed. The relationships that the navigators build with their clients are vital in preventing many people with long term rough sleeping histories from returning to the streets.

New arrivals to the street
Despite the success of the 'Everyone In' initiative, we continued to see new arrivals to the street throughout the year. Many of these were people who had lost their jobs and homes as a result of the pandemic. We set up a 'New to the Streets' service working across five north London boroughs to reach rough sleepers who had arrived onto the streets with no local connection within the last 30 days. In six months, the service received over 140 referrals and has successfully moved 106 people off the streets and into their own accommodation so far. We will continue to deliver this service and offer 25 beds each night for the next year.

No recourse to public funds
People sleeping rough, whose immigration status is unresolved are in a desperate situation. They have no access to an income, no entitlement to statutory support with housing and are

often forced into the hands of exploitative labour gangs for low pay and long hours of work. People with no recourse to public funds may have lived in the UK for many years, paying taxes and contributing to our communities. But, forced into homelessness for a number of reasons and without proper documentation, they are being unfairly penalised.

Our rough sleeping services work in partnership with immigration specialists, like Ramfel and Praxis, to resolve often complex, but valid immigration status claims. We help our clients to find better employment options, address the range of health needs that have arisen whilst sleeping rough and once they have secured both their immigration status and employment, we assist with a move into the private rented sector. We successfully helped 127 clients to achieve settled status last year.

Converting emergency provision into a long-term resource
We took the once in a lifetime investment and welcome focus on rough sleeping by central government, and developed new approaches to address street homelessness in the long term, rather than just for the pandemic.

With extra funding, we refurbished and expanded accommodation sites, converting some to supported housing and extending the funding into the future for others. Our work over the last year in partnership with Hackney and Redbridge has meant that we moved from providing accommodation at temporary sites to providing a much better housing offer to rough sleepers in the future.

Prioritising health needs

Addressing the health needs of people forced to sleep rough
The pandemic highlighted the vulnerability of clients who sleep rough or have a history of doing so. They were more at risk of contracting the virus, but as many were also more likely to be in the clinical extremely vulnerable category, the consequences could have been severe.

Before the pandemic, we already knew that over 40% of the people living in our hostels for former rough sleepers had chronic health problems for which they were not receiving the treatment they needed.

Through the health checks we conducted under our Sport and Health project, we exposed not only the seriousness of some of the unaddressed issues our clients were coping with, but also how much could be achieved when services were brought on site. This work took on new urgency when Covid-19 struck.

In April, we moved 107 clinically vulnerable people from the streets or from unsuitable temporary accommodation into a hotel in Camden where they could shield safely in rooms with en-suite bathrooms, hot meals and 24/7 onsite support. Our Sport and Health team undertook symptom screening as clients moved in, supported the NHS Find and Treat Team with testing and coordinating vaccinations and became our specialist health workers on site.

We co-managed a multi-disciplinary health team of GPs, nurses, dentists, pharmacists, psychologists and substance abuse specialists. They all worked together to help residents with a complex range of needs that would previously have been almost impossible to address in a fragmented system. This 'all hands-on deck' approach removed organisational boundaries and bureaucracy so that decisions and care could be fast-tracked.
We helped every single resident to move into longer-term, safe and secure accommodation. The success of this project shows that a holistic, multidisciplinary approach makes a fast

and, long-lasting difference to the health, wellbeing and engagement of people who have been forced into homelessness. The impact of this approach on the individual as well as the service providers has been astonishing and has given us the opportunity to test how an integrated model could really work in the future.

Introduction of Specialist Health Leads
On the back of our success with our health checks and on-site, multi-disciplinary model, we sought funding to bring Specialist Health Leads into each of our complex needs hostels.

We were delighted in February when KKR funded four Specialist Health Leads. Together with a network of external specialist agencies keen to support our clients, we immediately began building a desperately needed service.

East London Mental Health Service (ELMS) merger – one year on
One year on from our merger, ELMS' staff and services are very much a part of Single Homeless Project. Despite the difficulties presented by the pandemic, the integration has gone smoothly and has been received positively by clients and staff.

One of the key priorities following the merger was to manage the Council's requirement for a move from Block Contract to Spot Contracts for individual clients in the supported living services as well as to get on to the Waltham Forest Framework to expand the service. Our Spot Contracts began in January 2021 and we were successful in getting on the framework. Although our day and counselling services were both badly impacted by the pandemic, the team created opportunities for lunch clubs and remote counselling.

Supporting people into independence

Housing and the private rented sector
Over the past year, we have helped over 800 Londoners experiencing homelessness to move into their own private rented accommodation – more than ever before. This is due partly to our solid and long-term relationships with landlords and agents in London's private rented sector (PRS), partly to the conditions created by the Government's 'Everyone In' scheme which drove additional funding and a solution-orientated mindset from everyone and partly due to the exceptional skills and quick thinking of our new, specialist PRS team.

In July 2020, we won a contract to resettle Londoners who had been sleeping rough on our city's streets, or at risk of doing so, from GLA commissioned hotels into private rented sector accommodation. Working with new clients as well as landlords and agents for the first time, we all took on risks of the unknown. And they paid off. We set up a specialist PRS team who refined our practices so that we could accurately capture any risks and needs of our clients and better understand the values and ethos of agents and landlords where there was no prior relationship. We ensured our clients recognised both their own rights and responsibilities as tenants as well as those of their landlord or agent. We devised guidance for the PRS on approaches to working with our clients, offering them a dedicated point of contact if they needed support to manage the tenant relationship. And we offered employment and training support to all of our resettled clients to help them sustain their tenancies for the long term.

In just three months, we successfully resettled over 120 people from GLA and other hotels and began working with an additional 13 London boroughs. With a record of 100% of clients completing tenancy training, 97% of tenancies were sustained over three months and 94% of tenancies sustained after six months.

The past year has also given us the opportunity to challenge stigma and prove that people who were once homeless can make exceptional tenants. We are now regularly approached by estate agents and landlords because of the relationships we have built, and the positive experiences people have had.

Housing First
We have continued to expand our provision and are now supporting 104 HF clients with services across Redbridge, Newham, Islington, and our Pan-London female offender specific service Project Kali.

Over the past year the Covid-19 Pandemic has required our services to constantly adapt to the evolving health climate across several lockdowns, to ensure that our Housing First clients continue to receive the intensive, wrap-around support needed. We have continued face to face contact during this time, implementing the necessary safety measures to ensure staff and client safety. Despite the many challenges, the focus on the importance of multi-agency working became more prominent, with several multi-agency meetings being established across local authorities, improving our client's access to services during this time.

Our Strategy and Partnership manager, funded by a Comic Relief grant, has led on the co-ordination of more specialist training for Housing First staff, development of a Housing First Panel in Islington to manage the referral process and strategic oversight of Housing First, the adoption of the Team Around me approach in Housing First services, Reflective Practice for both staff and managers and the development of an internal Multiple Disadvantage forum for learning to be shared on this topic across the organisation.

At the core of the Housing First approach is the provision of secure housing. In Islington we continue to work closely with the council who have provided 36 units of social housing. In addition, Redbridge has provided five units of social housing for Housing First clients, and this is likely to increase in the coming months. For clients unable to access social housing we have expanded our in-house PRS service enabling a more streamlined and effectively managed approach to the procurement and placement of clients.

Project Kali began in 2018 and has continued to achieve great outcomes for our female ex-offender clients. The project operates on the principles of the Housing First model, offering intensive, wrap-around help designed to give our clients the best chance of gaining independence and sustain tenancies. Trapped in traditional systems of support that don't work, we frequently see a cycle of re-offending and homelessness with so many women in this client group. Already, our Project Kali is showing that when you provide the right support, in the right way, you can break this cycle.

Over the past year, we have helped every one of our 15 clients to sustain their tenancies in either private rented accommodation or Local Authority provided temporary accommodation. The intensive support that we provide means that we address our client's needs in a holistic manner and can quickly intervene in difficult situations to prevent the types of crisis that can lead to re-offending. 93% have reduced their offending with almost half stopping their offending completely.

Achieving Potential (Employment, training and education)
Many of our clients want to enter some form of education, training, and employment. This is a crucial step in leaving homelessness behind for good, and everyone deserves this chance. We are committed to ensuring that all of our clients are offered support with their career goals and find employment in their chosen field.

Our Achieving Potential programme gives our clients exactly what they need to get that next job. We help our clients learn new skills, complete accredited education or training courses, provide career and interview coaching, build their confidence and put them on course to independence.

We also offer financial support for ANYTHING that will help our clients with their job goals. Last year, nearly £10,500 paid for things like ID, IT equipment, tools and training. We even helped a client with equipment to start up a Cyprian food market stall and provided another the tools needed to begin a caretaker role in a Primary School!

We also walk our talk and are proud to now call at least 30 former clients our colleagues. Last year, despite the pandemic, we helped nearly 300 people complete education or training courses. Because we continue to support our clients once they've begun a new role, over 75% entering a new job remained in work for the full contract length or over six months

Young people

Young Peoples Services
As with our adult services, the impact of the pandemic and the national lockdowns meant that the last 12 months have been really hard on young people. With social distancing measures in place and young people being the last group to be offered the vaccine, the focus of our work has been to safeguard our young client and provide more intensive contact for those feeling isolated. We also facilitated education or training opportunities and improved the WIFI in our services to ensure young people were able to participate in remote learning.

The teams worked hard to improve the communal spaces within households, painting rooms and renewing furniture. Single Homeless Project's Opportunities team developed resources for young people to access remotely including Art Packs and online music making tutorials. Our young people came together across boroughs to support the staff in making videos detailing their experiences of lock down. Some of these were shown as part of our staff conference in the late half of 2020.

Move-on remained a focus for us despite the pandemic. We successfully moved on over 200 young people into long term accommodation, creating more safe spaces for young people faced with homelessness.

Preventing homelessness

Single Homeless Prevention Service (SHPS)
Our Single Homeless Prevention Service (SHPS) supports people who are homeless or at risk of homelessness who do not meet the Local Authority's priority need threshold but who are still entitled to support through The Homelessness Reduction Act. Last year, we continued to expand our work in Islington, supporting over 70% of clients into secure stable accommodation through a mix of new PRS tenancies, supported accommodation and landlord / family mediation.

In 2020, Single Homeless Project launched two new SHPS services in Enfield and Waltham Forest. By the end of March 2021, both had exceeded their targets, preventing or relieving homelessness for over 60% of clients. The three SHPS services work closely together to share knowledge and experience and have built an expansive list of housing providers and Letting Agents who are able to work with our clients. The services work in partnership with

their respective Local Authorities to fulfil their prevention and relief duties. SHPS also provides eight months of sustainment support to all clients.

Floating support

The floating support services have seen a year of adaptation and expansion, constantly responding to the demands of the pandemic with additional posts and service developments. The learning and experience from the past year will inform service delivery for the foreseeable future.

Many of the innovations and developments that featured the previous year and offered significant benefits, such as co-location, had to be suspended due to the lack of office-based service delivery on the part of local authorities.

Floating Support services rely on face-to-face support, primarily delivered in the home of the client. Covid restrictions meant that we couldn't offer home visits, so we had to rapidly adapt our service models to enable online support. Many staff worked from home, and we provided clients with smart phones to ensure contact.

Services such as Islington Floating Support saw staff offering deliveries of food parcels to hundreds of clients, all whilst observing the health and safety measures that dominated their work. Not only did this offer a lifeline in terms of regular nutritious meals it also provided much needed contact for socially isolated clients.

All these services have seen expansion, often in response to clients who were identified during the 'Everyone in' programme and were housed in temporary accommodation or Covid-protect hotels. Our Lambeth service supported over 50 people into their own homes in the past year alone. For many, this outcome was only possible due to the measures taken as a response to Covid and offers them an opportunity to rebuild their lives, in their own home, with support continuing to enable sustainable futures. The Islington service established a new Assessment and Reconnection Team, working across a number of hotels to understand the needs of the clients and move them on successfully to independent accommodation. Redbridge Floating Support took on additional support workers to work with clients housed in temporary accommodation and have worked closely with our in-house PRS team to source private rented accommodation.

The need to free up hospital beds has seen an increase in the hospital discharge work that we do with both Islington and Westminster. We work with individuals who are ready to be discharged but need additional support to ensure their homes are ready for them to return to and the support is in place to sustain the moves.

The focus on prevention will be vital as we emerge from the pandemic. We must ensure that the anticipated spike in evictions does not result in higher levels of homelessness and rough sleeping. These services can ensure our clients are reconnected with their communities, supported back into employment and helped to improve their health and wellbeing. The floating support services have seen a large increase in the number of referrals as the true impact of the pandemic is revealed. The impact of isolation, lack of access to services and financial hardship have all taken their toll and the floating support services will play a vital role in preventing homelessness and reducing social deprivation.

Pan-London offender service
Single Homeless Project is a key player in the London Early Response and Homeless Prevention Taskforce which was set up by the Ministry of Justice to free up space and keep people safe within prisons and Approved Premises as a response to COVID controls.

The Pan London Offender Service comprises of housing advice workers (HAWks) who are co-located in Probation offices across 28 London boroughs, as well as Floating Support workers and a PRS (Private Rented Sector) Team working across the capital.

The Pan London Offender Service is commissioned by the Ministry of Justice, in partnership with the National Probation Service London (NPS) and MTC Novo (CRC) to support offenders under supervision of the NPS London to access and maintain settled and suitable accommodation. By supporting someone with a safe place to live, we improve offender engagement, reduce social exclusion and contribute to a reduction in overall re-offending rates.

Over the last financial year, we were also heavily involved in supporting the National Probation Service within their Homelessness Prevention Project, which was established in response to the pandemic. This involved sourcing nightly let accommodation for prison releases and urgent move on from Approved Premises (AP), as well as supporting the move-on from temporary accommodation into the private rented sector.

During the last financial year, we supported over 1,600 individual clients, working on over 2,000 referrals in total.

Opportunities Programme

The Opportunities programme provides collaborative and creative ways for people experiencing homelessness to take an active part, to learn, share and grow. The positive life experiences gained, and healthy relationships developed, provide a renewed sense of hope, confidence and possibility. These often serve as a turning point for people in their recovery.

ArtHouse
Working with qualified artists and teachers, we use art to give our clients the space to learn, express themselves and to collaborate and build relationships in a supportive and therapeutic environment.

Last year, we kept our clients connected through the pandemic by working with community artists to create ArtApart isolation packs and run Mindfulness Art online workshops. We also worked with young people and creative partners to co-produce an outdoor kitchen and mural for the activity's hub in Greenwich.

We secured funding for ArtHouse's biggest initiative to date, The Creative Industries Project. The project will be developed and delivered over the next twelve months.

GreenHouse
Our social and therapeutic gardening and wilderness project played a vital role in supporting clients through the pandemic. Being outside in gardens or the routine of daily walks in public green space became important and necessary for us all.

We gave potting kits to clients to seed plants themselves, made batches of chutney using homegrown produce, ran vegetable sculpture competitions for fun and co-produced wellbeing videos with clients on what was helping them get through the lockdown. The

project sourced pizza ovens and fire pits to get people outside, cooking, eating and 'socialising' in our gardens.

We also worked closely with community groups like GoodGym who got our green spaces ready for the growing season and helped our clients to access specialist resources like Kew Gardens.

SoundHouse
SoundHouse is a music project that brings young artists and creatives together with professional musicians and producers to create new and original music and media. Last year we focused on a number of successful partnerships to create opportunities for our clients:

- We developed a new in-house studio in partnership with the Joe Strummer Foundation at our King George's hostel
- We set up a music hub at Creekside Young People's Service and a listening room at Keen Street
- We won a second Youth Music Grant to support our work with young people including paid internships which we will recruit this year
- We partnered with Strongroom studios to provide a mentoring programme and refurbishment of our Sydenham studio
- We also started working with Guildhall School of Music & Drama on collaborative music making and live performance

Psychotherapies
We expanded our offer with the exciting arrival of the East London Counselling Service to offer talking therapy within the local community and our clients with complex needs.
We also began a pilot service using a trauma-informed approach with women facing multiple disadvantage.

Recovery Team
The Recovery Team's focus is the inclusion, participation, and empowerment of our clients. We work with clients to co-create accessible learning and social activities, meaningful opportunities and a range of group work. This can be anything from residents producing a magazine, painting a fence, going fishing, mindfulness or cooking lunch: what's important is that it's done together.

We focused on day-to-day relationships to help clients stay connected and process the impacts of the pandemic. We addressed food poverty through cooking and eating sessions and helping people to get out for daily exercise.

We developed a partnership with Goldsmiths University to create a PhD position to develop the Single Homeless Project Archive Project. The project will empower people using SHP services to reflect on the journey of the organisation in the run up to its 50th Anniversary and to explore more widely issues related to homelessness and inclusion. This will be through support to conduct peer-led research on the issues that matter to people, explore existing archives and co-produce projects that keep people's voices front and centre.

Sport and Health Project
This project was initially funded by the National Lottery through Sport England to work with over 55's experiencing homelessness, to extend the life of people living sedentary lifestyles, by undertaking 30 minutes of gentle exercise a week. The project became hugely popular, levels of engagement were high and we were able to demonstrate very significant health impacts including improving stress, anxiety and depression levels by 76% and overall quality of life by 62%.

We evaluated the impact of exercise on our younger clients worried about health issues who had started to seek advice and decided to lower our age range, looking more at the specific and more chronic health needs of people who have been homeless. Impressed by the impact of this project, in 2021, Sport England and London Housing Foundation agreed to the new approach. They continued our funding for a further two years and as part of this work, we will share the model more widely across our sector, recruiting volunteers to help deliver the programme to extend its reach.

Fulfilling Lives Programme

Our Lottery funded Fulfilling Lives in Islington & Camden (FLIC) which supports people facing multiple disadvantage, is now entering its final year. Our clients experience a combination of problems including homelessness, substance misuse, contact with the criminal justice system and mental ill health. They fall through the gaps between services and systems, making it harder for them to address their problems and lead fulfilling lives. We all depend on our support systems and so they should work for and include everyone in our society. Working in partnership with statutory and voluntary agencies across both boroughs, we drive systemic change and influence how services are designed and delivered for people with multiple needs.

Team Around Me
Many of our clients report negative experiences of accessing services and attending meetings, often rooted in previous interpersonal trauma. We collaborated with Pause Islington to create Team Around Me (TAM) – a strengths and trauma informed model for multi-agency meetings. TAM meetings highlight the positive factors and achievements of clients, rather than focusing on deficits. In the last year we have trained over 200 professionals across the UK in the TAM approach. Our TAM approach is being widely adopted across Housing First services. We have also been asked to train all of Islington Health Trust's mental health care coordinators and it is very exciting to see this approach becoming more widely adopted across the system.

"The client feels empowered, valued, believed and is in the driving seat – and because of this, they have achieved some pretty positive outcomes!" Specialist woman's organisation, Women at the Well, Camden

Housing First
We continue to be involved in the England wide strategy to increase the use of Housing First as a proven means of reaching and supporting clients experiencing multiple disadvantage. Our Housing First service has proved very successful with clients becoming more stable over time, increasing their housing options for the future. 80% of our clients have been able to sustain their tenancies and for many, this has been for the first time. As our service comes to a close in October 2021, we have been focusing on seeking future homes for our clients. Over the last year we have hosted three nationwide forums in partnership with Housing First England to share and improve practice across services.

Co-production

Our co-production groups, represented by clients and peer mentors from FLIC and Single Homeless Project, enable our clients with complex needs to be consistently and meaningfully involved in shaping our work. We are now working with local commissioners to help co-produce commissioning and procurement processes. This is a real opportunity for people to use their lived experience of system change to influence future service design and delivery.

Our Mental Health Project group has helped us to develop the Camden and Islington Trauma-Informed Network, shaping our understandings of trauma and contributing towards FLIC's position paper on trauma. The group has also designed solutions to the barriers preventing access to appropriate mental health support for people experiencing multiple disadvantages. As a result, we will trial an informal mental health drop in with educational activities at one of our hostels.

Women's Hidden Homelessness

Women experiencing multiple disadvantage and domestic abuse are among the most marginalised in our society. Our research and experience have shown that women face considerable barriers in both identifying their experience as abuse and getting the specialist support that they need. Frontline practitioners often experience a lack of confidence in working with perpetrators and survivors of domestic violence as the dynamics can feel delicate and risky.

In December 2020, FLIC and Standing Together published a guide to help frontline practitioners: 'Working Effectively with Perpetrators and Survivors of Domestic Abuse in Homelessness Settings'. The aim of the guidance is to:

- Increase safety for survivors experiencing multiple disadvantage
- Where appropriate, to motivate perpetrators of domestic abuse to recognise and address their behaviour and support them to access help
- Improve the skills, confidence and safety of practitioners working in these scenarios

Wound Care

"I've been in a place where I just I wanted to cut it off (gestures to the leg) …. Just get it over with…'cause it feels like it is spiraling out of control, and you can't do anything about it…like it would scare me just to look at it…"

For many of our clients, living with chronic, painful lower limb wounds is a daily reality – but one that there is a solution to. Some clients have lived with the immobility, smell and stigma that comes from these ulcers for over a decade. The impact of the problem is not just felt by the individuals themselves, but also the NHS as the cost of managing wounds and the associated socio-comorbidities is comparable to the cost of obesity in the UK – a staggering £5billion.

In 2019-20 FLIC and Camden Health Improvement Practice worked together, delivering two projects that piloted health interventions with homeless (or ex-homeless) people with significant unmet health needs. Early findings show that leg ulcers are preventable, treatable and healable with the right, timely support. The findings from our pilot are now being used to inform a new North Central London CCG wound-care project that aims to reduce the need for hospital admissions amongst people who are homeless with leg wounds.

Our fundraising

Overview
Despite very challenging circumstances brought upon our fundraising plans by the pandemic, Single Homeless Project has had a very successful year. We secured £1.2m in fundraised income to help our clients experiencing homelessness.

The fundraising team took an agile working approach, constantly adapting to the changing environment. With heavy hearts, we cancelled all external challenge events, our group volunteering programme, and any office fundraising. Working quickly, we developed a new, flexible fundraising offer which would work in the virtual pandemic environment.

And our efforts paid off. Our fundraising activity showed growth in both, restricted – up 86% and unrestricted income - up by 60% in comparison to the previous financial year. This significant income growth was achieved thanks to the generosity and compassion of our donors who acknowledged the increased challenges faced by our clients.

The increase in unrestricted funding meant that we could keep our clients and staff safe during the pandemic. We provided care packs to the most vulnerable clients and covered the cost of PPE equipment, IT equipment and mobile phones to help our clients maintain regular contact with their support workers. We also set up an Emergency Grant Scheme and awarded 784 grants for up to £150 for our clients who lacked basic necessities such as photo IDs, clothing, mobile phones, food vouchers and move-on packs which enabled our clients to furnish their new homes.

Our restricted funds supported the growth of our non-commissioned services including: Our Opportunities Programme, Achieving Potential Programme and Project Kali.

Fundraising report
Our fundraising activities are focused on supporting Single Homeless Project's programmes that address the unmet needs of our clients.

In 2020/2021, we secured £1.2m income from a wide range of Trusts and Foundations, corporate partners, individual supporters and high value donors.

We are proud to highlight some of our important funding partnerships and fundraising moments below:

Addressing the unmet needs of our clients

The Opportunities programme engages our clients in collaborative and creative ways, offering opportunities to take an active part, to learn, share and grow and ultimately lead to a more independent life. The programme, which is fully funded thanks to charitable grants and donations, has gone from strength to strength within the last year, supporting nearly 1,000 of our clients experiencing homelessness.

The growth in the reach and increased impact of the programme would not be possible without the support and funding provided by: Sport England, Sodexo Stop Hunger Foundation, BUPA UK Foundation, LHA, Youth Music, KKR Foundation, Joe Strummer Foundation, Music Sales Charitable Trust, Mrs Maud Van Nordens

Charitable Foundation, Chapman Charitable Trust, The Swire Charitable Trust, Coudesley Fund and the Scottish Power Foundation.

Achieving Potential, our employability, education and training programme successfully helped almost 900 Single Homeless Project clients into jobs, further education and training last year. Thanks to the funding from our corporate partners Qsix LLP, LinkedIn and Blackrock Gives, our clients received 1-2-1 and group support and access to a micro grant scheme.

Housing First programmes at Single Homeless Project have been significantly strengthen by the funding received from Homeless Link. We now employ a Housing First Strategic Partnerships Manager who works across London boroughs to develop best practice, improve cross agency partnerships and promote the rollout of the Housing First model across London.

Project Kali supports women who experience homelessness and have a history of offending by providing them with independent accommodation and continued wrap-around support. The continued generous donations from our Major Donors, Samantha and Stephan Wilcke have enabled us to fully roll-out this innovative project.

Support provided by our corporate partners

In 2020/2021 we were privileged to be a Charity Partner of the Year for a number of organisations. Together, they funded our Opportunities programme and core expenditure including:

- Brewin Dolphin – London office
- 12 Flitcroft partnership – made out of two companies The Value Engineers and 2CV
- Tideway – staff charity partner
- Arnold and Porter

Appeals and events

COVID emergency appeal

Single Homeless Project's COVID Emergency Appeal was launched on 23rd March 2020 and continued throughout the whole year of the pandemic. We raised £240,000 which enabled us to provide our clients and staff with the crucial PPE equipment, emergency care packs, IT equipment, mobile phones, food and clothing they desperately needed.

The generosity and compassion of the donors and funders meant we were able to create an Emergency Grant Scheme for the increased number of people supported by Single Homeless Project though the "Everyone In" scheme. This couldn't have been achieved without the support and funding from: The Silicon Valley Foundation, Tesco Bags of Help COVID-19 Communities Fund, LandAid, London Community Response Fund, The Morrisons Foundation, Shroeder Trust, Great Portland Estates, Rockstar Games, BUPA UK, Liberum Foundation, Brewin Dolphin, Invesco, Harriet Trust, CAPCO, r10, Blevins Franks, Tideway, Amazon UK and very generous individual donors.

Circle Challenge – virtual event

With all physical challenge events being cancelled due to the outbreak of COVID-19, we needed to find new, alternative ways to engage our partners and donors. Together with the support from our corporate partners, 12 Flitcroft Group, Brewin Dolphin and BETC, we created a virtual event. The Circle Challenge, which invited supporters to walk or run 21.2 miles or 45,000 steps (the equivalent of the length of the Circle Line), raised £10,000.

Annual Christmas appeal

Our 2020 Christmas appeal – "Home for Christmas" raised nearly £120,000 which is an incredible result taking into consideration that COVID restrictions prevented us from having our usual fundraising activities including station collections, Santa Run challenge event, office fundraising, hostel decorating and organising client Christmas parties. For the first time this year, we were not able to involve our corporate partners in directly buying and distributing Christmas gifts to our clients living in our accommodation services. As a result of the pandemic and the winter lockdown, we used Amazon wishlist and invited our corporate partners to purchase and deliver the gifts to our clients. As a result of the appeal, we provided:

- 1,050 Christmas gifts purchased online to all accommodation-based services including the shelters
- 1,200 Christmas advent calendars from Lindt
- 240 food e-vouchers
- 189 Emergency Grants to SHP clients who were previously sleeping rough
- 81 gifts for the children supported via our Islington Floating Support service
- 80 Christmas crackers filled with essentials for the shelters
- 62 turkeys for the Christmas dinner
- Funding for 24 services to organise their Christmas gatherings for the clients
- 11 beds for the children in Islington Floating Support Services
- 5 decorated Christmas trees to services
- volunteers to help prepare Christmas gatherings

Winter shelter appeal

This Winter, we supported over 350 Londoners to come off the streets and into warm, safe accommodation. Many of these Londoners lacked essentials such as clothing, mobile phones and identification. In response to this need, we launched our Winter Appeal which raised over £6,000 generously donated by the public and our corporate supporters. Our generous community and corporate partners provided various donations including non-perishable food, cooked meals, clothing, toiletries, chocolate, mobile phones, puzzle books and art equipment which was directly distributed to twelve of our emergency night shelters.

Single Homeless Project is registered with the Fundraising Regulator and works in a way that demonstrates our commitment to good fundraising practice. Our fundraisers are members of the Institute of Fundraising and we follow all requirements set out in the Code of Fundraising practice, including those which relate to interactions with vulnerable individuals. The Fundraising Team attended Safeguarding Adults and Safeguarding Children and Young People obligatory training. Our supporter and donor data are GDPR compliant and all the consent options and privacy statements are regularly reviewed.

Our people

This past year has presented us with many challenges and most of them have required urgent and quick action to ensure we continue to support our clients and staff. We have listened carefully to the needs of our colleagues and our clients, adapted our ways of working, boosted our focus on wellbeing, training and diversity and grown significantly.

We've worked hard to support our staff who have gone the extra mile under extraordinary circumstances. We have:

- Grown our workforce by 20% during the year to 750 people including 214 locum staff
- Established a series of staff Equality, Diversity and Inclusion networks and set concrete diversity improvement targets for the coming year
- Launched new e-learning, wellbeing and resources platforms for all of our staff including many new locums and emergency COVID workers who joined us at the beginning of the pandemic
- Held our first virtual ever staff conference, recognising achievements, sharing ideas and discussing race and inclusion
- Been awarded a Silver Award by Investors in People, the best that we have ever been rated. We have now set a target to achieve the Gold Standard in the new 2021-26 Single Homeless Project Strategy
- Recognised the commitment and dedication of our staff who continued to travel and carry out face to face client work at the start of the pandemic with pay and annual leave bonuses
- Updated, redeveloped and relaunched training for staff on our trauma informed way of working with clients (OWOW)

Financial review

Results for 2020/21

In 2020/21 Single Homeless Project's turnover was £36.4m (2020 £27.8m). The increase is mainly attributable to the funding for services set up to support rough sleepers to move into accommodation during the pandemic. This included the setting up and management of hotels as well as other accommodation services. Additionally, we took over the ELMS charity in May.

Income from our fundraising activities also significantly increased during 2020/21 both in respect of unrestricted and restricted funds as a result of campaigns, appeals and grant applications.

The result shows a surplus of £2.0 m i.e. unrestricted surplus of £148k (2020: surplus of £102k) and restricted surplus of £1.8 m (2020: deficit of £65k). The includes the impact of £1.9m from the merger with ELMS during the year. This is a positive position in comparison to previous years and we expect to build on this during 2021/22. The result also includes the impact of an inflationary increase to staff salaries as well as the increase to the London Living Wage.

During the year to increase efficiency and improve the way we work, we continued to invest in our infrastructure. We upgraded all our Telephony systems and broadband connections including new Cisco routers for each of our services.

The timely investment in our infrastructure has provided us the much-needed flexibility and portability to work from anywhere and from most devices which have internet access. This timely investment provided us the desired flexibility to scale our capacity to meet the growth when new opportunities arose during 20/21 and to continue our work remotely in situations like the recent lockdown situation.

We continue to work in a challenging environment where our performance has been affected by funding reductions from central government to local authorities, and the knock-on effect for organisations like Single Homeless Project; the need to increase the use of agency staff in order to set up urgent services; voids due to delays in re-let works and availability of suitable referrals; and increased arrears as a result of the eviction ban. As most of our properties are owned by Registered Providers, we are required to pay rent for each bed space regardless of whether the rooms are let, or the rent is being paid.

We continue to take every opportunity to improve our financial performance. This includes:

- Selecting a new housing management system to ensure timely reporting and more impactful performance data
- Working on our voids process to minimise the time a bedspace stays vacant, and taking a more systematic approach to monitoring RP performance and claiming compensation from them
- Focusing on recovery of rents and service charges and to reduce bad debt and write-offs
- Improving procurement of suppliers and performance monitoring
- Continuing to diversifying our income sources beyond local authority contracts and increasing fundraised income
- Continuing our recruitment drive to employ permanent staff across all our services to reduce agency expenditure

Notwithstanding the challenging environment, Single Homeless Project's financial position remains strong, with year-end reserves of £5.9m (2020: £3.9m). Of these, £2.0m are restricted (2020: £0.1m). Cash and short-term deposits amounted to £4.7m (2020: £2m).

Key financial performance indicators

Single Homeless Project monitored financial performance against the following four key indicators during the course of the year:

- **Surplus: 0.5%** (2020: Surplus 0.1%) Unrestricted surplus as a percentage of unrestricted turnover; a measure of financial sustainability over the long term. Target break-even. This is above target, a planned improvement in comparison to the previous year.
- **Overheads: 10.9%** (2020: 11.3%) Central Overheads (re-charged to projects/services) as a percentage of direct costs. A key efficiency indicator used by donors and funders. Target 15%. This is an improvement on the previous year. Central overhead costs were 4.4% better than target.
- **Staff expenditure: 103%** (2020: 104%) Actual expenditure against budget. Target 100% of budget. This is the largest single element of Single Homeless Project's expenditure. This was affected by agency and locum staff covering vacant posts and additional staff needed at short notice for new services during the year.
- **Income vs budget: 7%** (2020: 4%) The extent to which turnover exceeds (or falls short of) budget. Target 1%. This is better than target reflecting the extra income received from new services started during the year.

Reserves policy

The Board's policy is to designate funds for anticipated expenditure which is expected to enhance our services or is critical to ongoing services. Movements in reserves are set out in the financial statements.

Single Homeless Project is committed to working with our clients over the long term, however the income associated with our projects and key elements of our costs can be unpredictable. In the event that our activities proved loss-making, it would take time for us to re-price projects, and/or reduce costs to return to break- even. Therefore, to avoid excessive risk of Single Homeless Project's liabilities being greater than its assets and/or it being unable to pay its debts as they fall due, the Board's policy is to build a general fund of £1.7m. This represents approximately three years of cash outflow under a stressed scenario. This includes circumstances where costs may rise unexpectedly and revenue streams do not increase, or we lose contributions from contracts which are re-tendered or de-commissioned.

At the year-end, **general reserves amounted to £1.8 m**.

Having reviewed Single Homeless Project's cash flow projections for the coming year, the Board is confident that Single Homeless Project has sufficient funds to continue as a going concern, and to meet its objectives.

Capital reserve - This reserve of £1.8m reflects Single Homeless Project's investment in its building at 245 Gray's Inn Road. This is one of the principal locations from which Single Homeless Project's services are provided. The capital is therefore not readily convertible into liquid funds.

The following funds have been designated based on the Board's expectations of likely calls on Single Homeless Project's resources over and above its day-to-day operations:

- **Relocation/refurbishment -** £50k is set aside to finance the costs of modifying our offices to meet our ongoing business requirements.
- **Information technology -** £75k. This reserve has been earmarked for planned investment in our IT, Housing and HR systems.
- **Furnishings and equipment -** this reserve, which currently stands at £150k is for the replacement of old or damaged furnishings and equipment in our residential accommodation. Funds in this reserve are based on expected replacement costs and are expended when furniture and equipment need replacing.
- **Property maintenance** – currently standing at £115k, this reserve is for essential works to our properties which will not be met by the property owners. Funds are transferred based on expected cyclical maintenance costs and unplanned future repairs, and are expended as repair costs are incurred.
- **Innovation and evaluation** –this fund, currently £40k, is for the improvement of our services, to try out and evaluate new approaches to service delivery, and to streamline our processes to meet the needs of the future.
- **Asset cover for funds -** Note 17 sets out an analysis of the assets attributable to the various funds. These assets are sufficient to meet Single Homeless Project's obligations on a fund by fund basis.

Principal risks and uncertainties

In the last year, the Trustees re-assessed the risks to which Single Homeless Project is exposed. The most significant of these continue to be the loss of revenue, leading to financial instability; serious incidents leaving staff or clients at risk of injury; and any serious incident or service failure leading to reputational damage. We have quantified the risks by considering their probability and impact and as a result, have been able to delegate responsibility to senior staff to ensure controls are in place to manage them.

The Board recognises that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

We hold the ISO 9001 2015 Quality standard. Being able to demonstrate our management system meets these quality management requirements has enhanced our ability to systematically assess, plan, control and monitor risks.

Future plans and ambitions

Our new five-year strategy builds on our achievements over the recent past, including:

- Strengthening our position as a significant provider of homeless and homelessness prevention services in London
- Expanding the reach of our services both geographically but also for people at different stages of homelessness
- Scaling up our fundraising capacity and engagement with corporate supporters
- Maintaining a strong financial position and increasing SHP's turnover significantly.
- Investing in our IT infrastructure, transforming the information systems our staff use, and the support needed to run them
- Expanding SHP's Programmes including Opportunities and Achieving Potential with the support of fundraised income and corporate donors
- Diversifying our mental health, well-being and counselling services through merger with East London Mental Health Service (ELMS)
- Raising our profile among key stakeholders and becoming the 'go to' provider for several local authorities
- As lead agency, delivering the national Fulfilling Lives programme in Camden and Islington

This past year, we have helped more Londoners than ever before, worked in new ways, evolved our services, tackled prejudices, and forged new relationships. We've reflected carefully on the challenges we've all faced, the lessons we have learned together and what we need to do over the coming years to support our vision of a society where everyone has a place to call home and the chance to live a fulfilling life.

Our new five-year strategy builds on all of this, evolving our work and making the most of our collective experience, expertise and ambition.

Our strategic priorities for the coming five years are:

1. Meet the urgent needs for more single homeless Londoners

2. Support more people into independence

3. Develop, fund and deliver services that address unmet needs

4. Influence service design and system change with client voice, data and insight

We recognise that to achieve our ambitions, Single Homeless Project must remain financially strong. Our services are currently funded primarily through public expenditure, and we are mindful of the downward pressure on those budgets now, and that the pressure is likely to increase during the lifetime of the plan because of the impact of Covid-19 and Brexit. We will therefore take steps to promote the importance of our services, seek to diversify our funding, and plan our finances to manage any of the scenarios that may emerge over the next few years with the following cross-cutting themes:

- Meeting the financial challenge
- Valuing our workforce
- Fundraising, engagement and volunteering
- Communications

Structure, governance and management

Governance

Single Homeless Project is a charity and a company limited by guarantee with no share capital. None of the Trustees has any beneficial interest in Single Homeless Project. All of the Trustees are members of the company and guarantee to contribute such amount as may be required (not exceeding £1) to its assets in the event of a winding up.

Single Homeless Project's business is conducted under the framework of its governing Articles of Association.

Trustees are usually selected by open advertisement. In accordance with the Articles of Association, one third of the Trustees resigns by rotation each year and, if willing, stands for re-election at the September Board meeting alongside any prospective new Trustees and Trustees co-opted during the year.

During the recruitment process prospective Trustees are interviewed by Board members, meet the Chair of the Board and the Chief Executive and are briefed on Single Homeless Project's work and its governance arrangements. They are also required to visit scheme- based services and to observe at a Board meeting. Once elected or co-opted, all Board members participate in a programme of regular visits to Single Homeless Project services which enable members to meet staff and clients, to develop a more in- depth understanding of the service and some of the challenges faced and the outcomes achieved, and to provide feedback to the Board.

Jon Edwards, Treasurer since 2015, resigned during the year and two new trustees with financial skills were recruited, including Peter Brogden who was appointed as Treasurer.
As a result of the merger, two of ELMS's trustees joined Single Homeless Project's Board.
A governance review was completed by external consultants in January 2020.

During this year, the Board has focused on implementing the recommendations. These included revising The Articles of Association to introduce a limit on the term a Board member can serve as well as on the number of Board members; ensuring a consistent approach to Board appraisals; improvements to the risk register; presenting the KPI's to offer a higher level of key metrics; and reviewing the Terms of Reference for the Quality Committee.

Organisational structure

Single Homeless Project's Board has ultimate responsibility for all aspects of Single Homeless Project's work, in particular determining strategy and direction, setting the annual budget and monitoring performance and service delivery.

In addition to the Board, Single Homeless Project has four committees: Finance and Audit, Quality, Remuneration and Property.

- The Finance and Audit Committee is responsible for monitoring Single Homeless Project's financial performance and probity. It also oversees Single Homeless Project's pension arrangements.
- The Quality Committee monitors service performance and outcomes, contract compliance and client satisfaction.
- The Remuneration Committee oversees corporate pay policy and recommends executive remuneration levels to the Board. Recommendations are based on a bi-annual external salary benchmarking report based on relevant sector comparisons.
- The Property Committee oversees the purchase of premises or accommodation for Single Homeless Project.

The Board delegates day-to-day running of the organisation to a qualified, salaried senior management team led by the Chief Executive with membership including the Director of Services, Director of Finance, IT and Facilities, Director of Human Resources and Organisational Development and Director of Business Development and Fundraising.

Statement of trustees' responsibilities

The trustees (who are also directors of Single Homeless Project for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of Single Homeless Project's affairs and of its incoming resources and application of resources, including the income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the organisation will continue in operation.

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

In so far as the trustees are aware:

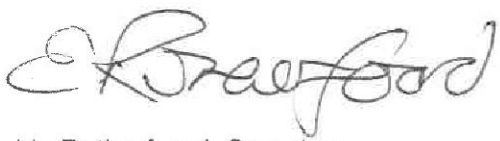
- there is no relevant audit information of which Single Homeless Project's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report which includes the strategic report has been approved by the trustees on 15 July 2020 and signed on their behalf by:



Liz Rutherfoord, Secretary

3. Independent auditor's report

We have audited the financial statements of Single Homeless Project (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

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

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

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

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

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

based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

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

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

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

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

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

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

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

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

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

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

Joanna Pittman (Senior statutory auditor)1 July 2021
for and on behalf of Sayer Vincent LLP, Statutory Auditor Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

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

For the year ended 31 March 2021

	Note	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Income from:							
Donations and legacies	2	627,768	495,397	**1,123,165**	392,140	265,720	657,860
Charitable activities							
Client services	3	31,922,583	1,248,231	**33,170,815**	25,611,789	1,313,242	26,925,031
Investments - interest receivable		924	-	**924**	6,207	-	6,207
Other sources	4	167,019	-	**167,019**	240,925	-	240,925
Fair value of net assets received on combining with Elms	5	-	1,935,047	**1,935,047**	-	-	-
Total income		32,718,294	3,678,675	**36,396,970**	26,251,061	1,578,962	27,830,023
Expenditure on:							
Raising funds	6	176,723	-	**176,723**	171,091	-	171,091
Charitable activities							
Client services	6	32,393,399	1,839,762	**34,233,161**	25,978,311	1,643,669	27,621,981
Total expenditure		32,570,122	1,839,762	**34,409,884**	26,149,402	1,643,669	27,793,072
Net income / (expenditure) for the year before transfers	7	148,172	1,838,914	**1,987,086**	101,659	(64,707)	36,951
Transfers between funds		-	-	**-**	(81,935)	81,935	-
Net movement in funds		148,172	1,838,914	**1,987,086**	19,724	17,228	36,951
Reconciliation of funds:							
Total funds brought forward		3,865,173	86,053	**3,951,225**	3,845,449	68,825	3,914,274
Total funds carried forward		4,013,345	1,924,966	**5,938,311**	3,865,173	86,053	3,951,225

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 17 to the financial statements.

Single Homeless Project

Balance sheet

As at 31 March 2021

Draft: 13 July 2021 11:40

Company no. 1741926

	Note	£	2021 £	£	2020 £
Fixed assets:					
Tangible assets	12		**3,367,501**		2,311,657
			3,367,501		2,311,657
Current assets:					
Debtors	13	**2,869,010**		3,574,377	
Short term deposits		**815,001**		817,294	
Cash at bank and in hand		**3,858,738**		1,145,212	
		7,542,748		5,536,884	
Liabilities:					
Creditors: amounts falling due within one year	14	**(4,471,938)**		(3,897,316)	
Net current assets			**3,070,810**		1,639,568
Creditors due after one year					
Unsecured Loan		**(500,000)**		-	
Total net assets			**5,938,311**		3,951,225
The funds of the charity:	18a				
Restricted income funds			**1,924,966**		86,053
Unrestricted income funds:					
Designated funds		**2,223,948**		2,223,948	
General funds		**1,789,397**		1,641,225	
Total unrestricted funds			**4,013,345**		3,865,173
Total charity funds			**5,938,311**		3,951,225

Approved by the trustees on 21 July 2021 and signed on their behalf by

Jon Rosser
Chair

Peter Brogden
Treasurer

Statement of cash flows

For the year ended 31 March 2021

	Note	2021 £	£	2020 £	£
Cash flows from operating activities					
Net cash used in operating activities			**2,801,103**		(722,662)
Cash flows from investing activities:					
Dividends, interest and rents from investments		924		6,207	
Purchase of fixed assets		(90,795)		(274,044)	
Net cash used in investing activities			**(89,871)**		(267,837)
Change in cash and cash equivalents in the year			2,711,232		(990,499)
Cash and cash equivalents at the beginning of the year			1,962,506		2,953,005
Cash and cash equivalents at the end of the year			4,673,738		1,962,506

Analysis of cash and cash equivalents and of net debt

	At 1 April 2020 £	Cash flows £	**At 31 March 2021 £**
Cash at bank and in hand	1,145,212	2,713,526	**3,858,738**
Notice deposits (less than 3 months)	817,294	(2,294)	**815,001**
Total cash and cash equivalents	1,962,506	2,711,233	**4,673,739**

1 Accounting policies

a) Statutory information

Single Homeless Project is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 245 Grays Inn Road, London, WC1X 8QY.

b) Basis of preparation

The financial statements have been prepared in accordance with the Charities SORP FRS 102, "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)", FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Companies Act 2006.

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

The accounts have included the tangible assets for Elms at fair value at the point of acquisition.

Key judgements that SHP has made which have a significant effect on the accounts include estimating the provision for bad debts arising from arrears of rent and service charges.

c) Public benefit entity

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

d) Going concern

The Trustees consider that there are no material uncertainties about SHP's ability to continue as a going concern.

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

e) Income

Income is recognised when SHP 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 the amount can be measured reliably.

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

On receipt, donated gifts, professional services and facilities are recognised on the basis of the value of the gift to SHP which is the amount SHP 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 SHP can be measure the amount reliably; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Restricted funds are used for specific purposes set out by donors. Expenditure which meets these criteria is charged to the fund. Unspent balances are carried forward for use in future years. The purposes and uses of restricted funds are set out in the notes to the accounts.

Unrestricted funds are other incoming resources received or generated for SHP's charitable purposes.

Designated funds comprise funds which have been set aside at the discretion of the Trustees for specific purposes. The purposes and uses of designated funds are set out in the Trustees' report.

1 Accounting policies (continued)

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 SHP incurs in seeking voluntary contributions from third parties, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services to clients in accordance with SHP's charitable purposes, and their associated support costs

Expenditure includes attributable VAT which cannot be recovered.

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 functions, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

• Client services	90%
• Support and governance costs	10%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on direct costs, of the amount attributable to each activity

• Client services	100%

Governance costs are the costs associated with SHP's governance arrangements. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of SHP's activities.

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Freehold land and buildings are stated at cost with the exception of Elms assets recognised at fair value at the date of acquisition. Freehold land is not depreciated.

Movable assets and all computer hardware and software costing over £1,000 are capitalised.

Tangible assets are stated at cost less depreciation.

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

• Buildings	50 years
• Office furniture and desktop equipment	4 years
• IT laptop / portable equipment	3 years
• Hostel furniture and equipment	2 years

m) 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.

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and bank balances accessible at less than 24 hours' notice. Short term deposits are accessible at more than 24 hours' notice, but less than three months.

1 Accounting policies (continued)

o) Creditors and provisions

Creditors and provisions are recognised where SHP 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.

SHP 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.

p) Pensions

SHP operates a group personal pension scheme and an auto-enrolement pension scheme with defined employer's and employees' contributions. The pension costs charged in the accounts represent the contributions payable by SHP during the year.

2 Income from donations

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Cripplegate Foundation	-	361	**361**	-	5,000	5,000
Rent deposit grants	-	98,155	**98,155**	-	113,571	113,571
Achieving Potential	-	54,464	**54,464**	-	59,000	59,000
Project Kali	-	108,236	**108,236**	-	34,264	34,264
GreenHouse	-	36,792	**36,792**	-	8,333	8,333
SoundHouse	-	64,333	**64,333**	-	45,552	45,552
ArtsHouse	-	62,633	**62,633**	-	-	-
ELMS	-	12,418	**12,418**	-	-	-
Sodexo Fund	-	3,438	**3,438**	-	-	-
Psychotherapies	-	36,667	**36,667**	-	-	-
WCC MEAM	-	9,900	**9,900**	-	-	-
Westminster Almshouses	-	8,000	**8,000**	-	-	-
Other donations and grants	627,768	-	**627,768**	392,140	-	392,140
	627,768	495,397	**1,123,165**	392,140	265,720	657,860

3 Income from charitable activities

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Rents and service charges	10,732,801	-	**10,732,801**	10,035,029	-	10,035,029
Support service contracts:						
LB Camden	3,525,730	-	**3,525,730**	2,307,825	-	2,307,825
LB Hackney	549,842	-	**549,842**	366,727	-	366,727
LB Hammersmith & Fulham	394,634	-	**394,634**	339,240	-	339,240
LB Harringey	-		**-**	33,332		33,332
LB Islington	6,012,075	-	**6,012,075**	4,280,967	-	4,280,967
LB Lambeth	591,316	-	**591,316**	960,295	-	960,295
LB Lewisham	1,153,211	-	**1,153,211**	1,139,887	-	1,139,887
LB Newham	961,068	-	**961,068**	424,613	-	424,613
LB Redbridge	2,177,543	-	**2,177,543**	1,416,834	-	1,416,834
LB Tower Hamlets	60,993	-	**60,993**	83,874	-	83,874
LB Waltham Forest	318,925	-	**318,925**	56,924	-	56,924
LB Wandsworth	370,275	-	**370,275**	399,615	-	399,615
Royal Borough of Greenwich	1,045,967		**1,045,967**	563,904		563,904
Westminster City Council	2,902,783	-	**2,902,783**	2,250,049	-	2,250,049
National Probation Service	952,956	-	**952,956**	922,003	-	922,003
NHS Trust (PD Offender Serv)	-	-	**-**	30,672	-	30,672
LB Enfield	52,166	-	**52,166**	-	-	-
LB Havering	120,300	-	**120,300**	-	-	-
Grants:						
Big Lottery Fund	-	1,049,580	**1,049,580**	-	1,125,314	1,125,314
Sports England	-	198,652	**198,652**	-	187,928	187,928
Total income from the provision of	31,922,583	1,248,231	**33,170,815**	25,611,789	1,313,242	26,925,031

4 Income from other sources

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Sundry income	167,019	-	**167,019**	227,847	-	227,847
Student placements	-	-	**-**	13,078	-	13,078
	167,019	-	**167,019**	240,925	-	240,925

5 Incoming net assets from Elms

On 11 May 2020, Elms in Waltham Forest, a separately registered charity in England and Wales (charity number 294542) merged into Single Homeless Project. At that date Single Homeless Project acquired the net assets of Elms in Waltham Forest, including title to a freehold property, at nil consideration. The freehold property has been acquired at fair value.

The balance of these transactions is shown on the SOFA as income to represent the net effect of the transfer of assets and liabilities. The details of these transactions are listed below.

	11-May-21 £
Fixed assets:	
Property	1,175,000
Investments	-
Total fixed assets	**1,175,000**
Current assets:	
Debtors	12,418
Cash	900,445
Total current assets	**912,863**
Current liabilities:	
Creditors	152,816
Net current assets	760,047
Total incoming net assets shown on the SOFA	**1,935,047**

6a Analysis of expenditure (current year)

	Cost of raising funds £	Charitable activities: Client services £	Governance costs £	Support costs £	**2021 Total £**	2020 Total £
Staff costs (Note 8)	170,088	19,981,279	56,106	2,569,514	**22,776,987**	18,153,691
Housing management and services	–	3,613,217	–	–	**3,613,217**	2,436,797
Rents payable to Registered Providers	–	3,977,541	–	–	**3,977,541**	3,420,926
Other direct client service costs	–	2,648,160	–	–	**2,648,160**	2,191,798
Staff welfare, training and travel	–	107,673	–	163,834	**271,508**	271,280
Office rents, rates, energy, cleaning, repairs and services	–	419,218	–	140,373	**559,590**	830,745
Depreciation	–	–	–	209,951	**209,951**	145,650
Other support costs	6,635	–	16,481	329,813	**352,929**	342,185
	176,723	30,747,089	72,587	3,413,485	34,409,884	27,793,072
Support costs	–	3,413,485	–	(3,413,485)	–	–
Governance costs	–	72,587	(72,587)	–	–	–
Total expenditure 2021	**176,723**	**34,233,161**	**–**	**–**	**34,409,884**	
Total expenditure 2020	**171,091**	**27,621,981**	**–**	**–**		**27,793,072**

6b Analysis of expenditure (prior year)

		Charitable activities			
	Cost of raising funds £	Client services £	Governance costs £	Support costs £	**2020 Total £**
Staff costs (Note 8)	160,405	15,878,867	50,160	2,064,259	**18,153,691**
Housing management and services	-	2,436,797	-	-	**2,436,797**
Rents payable to Registered Providers	-	3,420,926	-	-	**3,420,926**
Other direct client service costs	-	2,191,798	-	-	**2,191,798**
Staff welfare, training and travel	-	221,905	-	49,375	**271,280**
Office rents, rates, energy, cleaning, repairs and services	-	720,465	-	110,280	**830,745**
Depreciation	-	-	-	145,650	**145,650**
Other support costs	10,686	-	33,222	298,277	**342,185**
	171,091	24,870,758	83,382	2,667,841	27,793,072
Support costs	-	2,667,841	-	(2,667,841)	**-**
Governance costs	-	83,382	(83,382)	-	**-**
Total expenditure 2020	**171,091**	**27,621,981**	**-**	**-**	**27,793,072**

7 Net income for the year

This is stated after charging:

	2021 £	2020 £
Depreciation	**209,951**	145,649
Operating lease rentals:		
Property	**405,581**	581,774
Other	**96,411**	112,035
Auditor's remuneration (excluding VAT)		
Audit	**14,250**	14,000

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

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	**16,333,860**	13,113,788
Redundancy and termination costs	**62,692**	-
Social security costs	**1,486,142**	1,119,464
Employer's contribution to defined contribution pension schemes	**1,052,297**	754,074
Agency staff	**3,841,995**	3,166,365
	22,776,987	18,153,691

The number of employees who received employee benefits (excluding employer pension costs) of £60,000 or more during the year was:

	2021 No.	2020 No.
£60,000 - £69,999	**2**	3
£70,000 - £79,999	**2**	1
£80,000 - £89,999	**2**	2

The highest paid employee, earned emoluments (excluding pension contributions) of £89,760. For the year ending March 2021, the highest salary to median salary ratio at SHP was 1:3.46, compared to previous year (1:3.14). SHP's gender pay gap snap shot in April 2020 shows a mean gender pay gap of -2.60% (2019-5.47%) and a median gender pay gap of -0.04% (2019-4.35%).

The total employee benefits including pension contributions and employers' NIC, of the Executive Management Team were £474,652 (2020: £426,175).

The Trustees were not paid and did not receive any other benefits from employment with SHP in the year (2020: £nil). None of the Trustees received payment for professional or other services supplied to SHP (2020: £nil).

Trustees' expenses for payment or reimbursement of travel and subsistence costs, totalling £Nil (2020: £Nil) relating to attendance at meetings of the Trustees.

9 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2021 No.	2020 No.
Raising funds	**3**	3
Providing client services	**614**	526
Support and governance	**49**	48
	666	577

10 Related party transactions

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

There are no other related party transactions to disclose for 2021 (2020: none).

11 Taxation

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

12 Tangible fixed assets

	Land and buildings £	Furniture and equipment £	**Total £**
Cost or valuation			
At 1 April 2020	2,003,082	740,001	**2,743,083**
Transfer of assets from Elms	1,175,000	-	
Additions in year	-	90,795	**90,795**
Disposals in year	-	(171,181)	**(171,181)**
At 31 March 2021	3,178,082	659,615	**3,837,697**
Depreciation			
At 1 April 2020	209,134	222,292	**431,426**
Charge for the year	61,354	148,597	**209,951**
Disposal for the year	-	(171,181)	**(171,181)**
At 31 March 2021	270,488	199,708	**470,196**
Net book value			
At 31 March 2021	2,907,594	459,907	**3,367,501**
At 1 April 2020	1,793,948	517,709	**2,311,657**

Land with a value of £1,458,366 (2020: £870,866) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

13 Debtors

	2021 £	2020 £
Trade debtors	**1,839,207**	2,826,475
Arrears of rent and service charges	**449,092**	469,634
Prepayments and accrued income	**574,027**	249,384
Staff loans	**6,684**	28,884
	2,869,010	3,574,377

14 Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	**2,160,628**	1,902,286
Taxation and social security	**403,843**	322,830
Other creditors	**130,578**	111,581
Accruals	**475,828**	531,409
Deferred income – see note 15	**1,301,062**	1,029,209
	4,471,938	3,897,315

15 Deferred income

Deferred income comprises 2021/22 contract income received in advance.

	2021 £	2020 £
Balance at 1 April	**1,029,209**	735,373
Amount released to income in the year	**(660,383)**	(366,547)
Amount deferred in the year	**932,236**	660,383
Balance at 31 March	**1,301,062**	1,029,209

16 Creditors: amounts falling due after one year

	2021 £	2020 £
Bank Loans	**500,000**	-
	500,000	-

The company will beging to repay the unsecured CBILS loan of £500,000 from July 2021 over a period of 5 years. The loan is free of interest in year one and an interest rate of 3.96% above the bank base rate applies from year two.

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

	General unrestricted £	Designated £	Restricted £	**Total funds £**
Tangible fixed assets	459,907	1,732,594	1,175,000	**3,367,501**
Net current assets	1,829,490	491,354	749,966	**3,070,810**
Creditors due after one year	(500,000)	-	-	**(500,000)**
Net assets at the end of the year	**1,789,397**	**2,223,948**	**1,924,966**	**5,938,311**

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

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	517,709	1,793,948	-	2,311,657
Net current assets	1,123,516	430,000	86,053	1,639,569
Net assets at the end of the year	1,641,225	2,223,948	86,053	3,951,226

18a Movements in funds (current year)

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	At the end of the year £
Restricted funds:					
Catalyst Programme	10,280	361	5,788	-	**4,853**
Rent Deposit Grants	12,049	98,155	110,038	-	**166**
GreenHouse	14,725	36,792	51,911	-	**(394)**
ArtHouse	-	62,633	62,578	-	**55**
Project Kali	-	108,236	94,258	-	**13,978**
Fulfilling Lives	34,079	1,049,580	999,736	-	**83,922**
Sport England	4,640	198,652	204,431	-	**(1,139)**
SoundHouse	-	64,333	66,141	-	**(1,808)**
Achieving Potential - Employability	10,280	54,464	64,593	-	**151**
Sodexo Fund	-	3,438	3,438		
Psychotherapies	-	36,667	34,216		**2,451**
WCC Mean	-	9,900	-		**9,900**
Westminster Almshouses	-	8,000	1,322		**6,678**
ELMS Capital Reserve	-	1,175,000	41,029		**1,133,971**
ELMS	-	772,465	100,283	-	**672,182**
Total restricted funds	86,053	3,678,675	1,839,762	-	**1,924,966**
Unrestricted funds:					
Designated funds:					
Capital reserve	1,793,948	-	-	-	**1,793,948**
Relocation/refurbishment/H&S mods costs	50,000	-	-	-	**50,000**
Information technology	75,000	-	-	-	**75,000**
Furnishings and equipment	150,000	-	-	-	**150,000**
Property maintenance	115,000	-	-	-	**115,000**
Innovation and evaluation	40,000	-	-	-	**40,000**
Total designated funds	2,223,948	-	-	-	**2,223,948**
Fair value reserve	-	-	-	-	-
General funds	1,641,225	32,718,294	32,570,122	-	**1,789,397**
Total unrestricted funds	3,865,173	32,718,294	32,570,122	-	**4,013,345**
Total funds	3,951,226	36,396,969	34,409,884	-	**5,938,311**

18b Movements in funds (prior year)

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	At the end of the year £
Restricted funds:					
Catalyst Programme	8,180	5,000	2,900	-	**10,280**
Rent Deposit Grants	(1,492)	113,571	100,030	-	**12,049**
GreenHouse	14,725	8,333	42,103	33,770	**14,725**
ArtHouse	-	-	58,728	58,728	**-**
Project Kali*	-	34,264	34,264	-	**-**
Fulfilling Lives	34,079	1,125,314	1,126,385	1,071	**34,079**
Sport England	4,640	187,928	159,127	(28,802)	**4,640**
SoundHouse	-	45,552	62,719	17,167	**-**
Achieving Potential - Employability	8,693	59,000	57,413	-	**10,280**
Total restricted funds	68,825	1,578,962	1,643,669	81,935	**86,053**
Unrestricted funds:					
Designated funds:					
Capital reserve	1,839,265	-	-	(45,317)	**1,793,948**
Relocation/refurbishment/H&S mods costs	10,000	-	-	40,000	**50,000**
Information technology	200,277	-	-	(125,277)	**75,000**
Furnishings and equipment	265,880	-	-	(115,880)	**150,000**
Property maintenance	203,706	-	-	(88,706)	**115,000**
Innovation and evaluation	50,335	-	-	(10,335)	**40,000**
Total designated funds	2,569,463	-	-	(345,515)	**2,223,948**
General funds	1,275,986	26,251,061	26,149,402	263,580	**1,641,225**
Total unrestricted funds	3,845,449	26,251,061	26,149,402	(81,935)	**3,865,173**
Total funds	3,914,274	27,830,023	27,793,071		**3,951,226**

Purposes of restricted funds

The Catalyst programme, funded by the Cripplegate Foundation, provides financial assistance to address isolation and to connect vulnerable Islington residents with opportunities and services.

Rent Deposit grants: The rent deposit grants were provided by the National Probation Service to facilitate the payment of rent deposits for qualifying SHP clients to enable them to access private rented accommodation.

The Green Scheme was funded bywas funded by Masonic Charitable Foundation and Tesco Bags of Help grants. It engages clients with gardening and food growing activities across a number of SHP managed properties, bringing enormous benefits for mental wellbeing, personal development and recovery.

The Arts Programme Programme was funded by our corporate partners. The programme provides a diverse and dynamic activities, that enable both a supportive entry point to the arts, and exposure to different mediums and creatives, with a view to supporting artistic development of the clients supported by SHP.

Project Kali - Housing First was funded by two major donors. Project Kali is designed to support women whose needs may not be met effectively by other services. The project aims to provide emotional and practical support to women in crisis, identifying women with multiple disadvantage who are at risk of homelessness following their release from prison.

Fulfilling Lives: funded by Big Lottery Fund as one of 10 funded areas nationally, the Fulfilling Lives Programme looks to model best practice in service delivery and through the service outcomes influence system change in the commissioning of services for people with complex needs living in Camden and Islington.

Sport England: funded to transform the lives of homeless and vulnerable people through sport and physical activity. The initiative is designed to get people more active, in order to prolong lives, improve mental and physical health and reduce isolation.

Purposes of restricted funds (continued)

Sound House: The project, funded by Youth Music is an ambitious SHP-wide music project which brings young artists and creatives together with professional musicians and producers to create new and original music and media.

Achieving Potential – Employability: The programme, funded by a corporate partner, provides our clients with a clear pathway away from our support services and into independence in their local community. It focuses on working with our clients – described as advanced on their recovery journey and contemplating ETE opportunities.

Purposes of designated funds

SHP's funds include designated funds which the Trustees have set aside out of unrestricted funds for specific purposes. These are described in the Trustees' report.

19 Reconciliation of net expenditure to net cash flow from operating activities

	2021 £	2020 £
Net income for the reporting period (as per the statement of financial activities)	**1,987,086**	36,951
Depreciation charges	**209,951**	145,649
Increase in creditors >1 year	**500,000**	–
Dividends, interest and rent from investments	**(924)**	(6,207)
Transfer of assets from Elms	**(1,175,000)**	–
Decrease in debtors	**705,367**	(1,346,747)
Decrease in creditors	**574,623**	447,693
Net cash used in operating activities	**2,801,103**	(722,661)

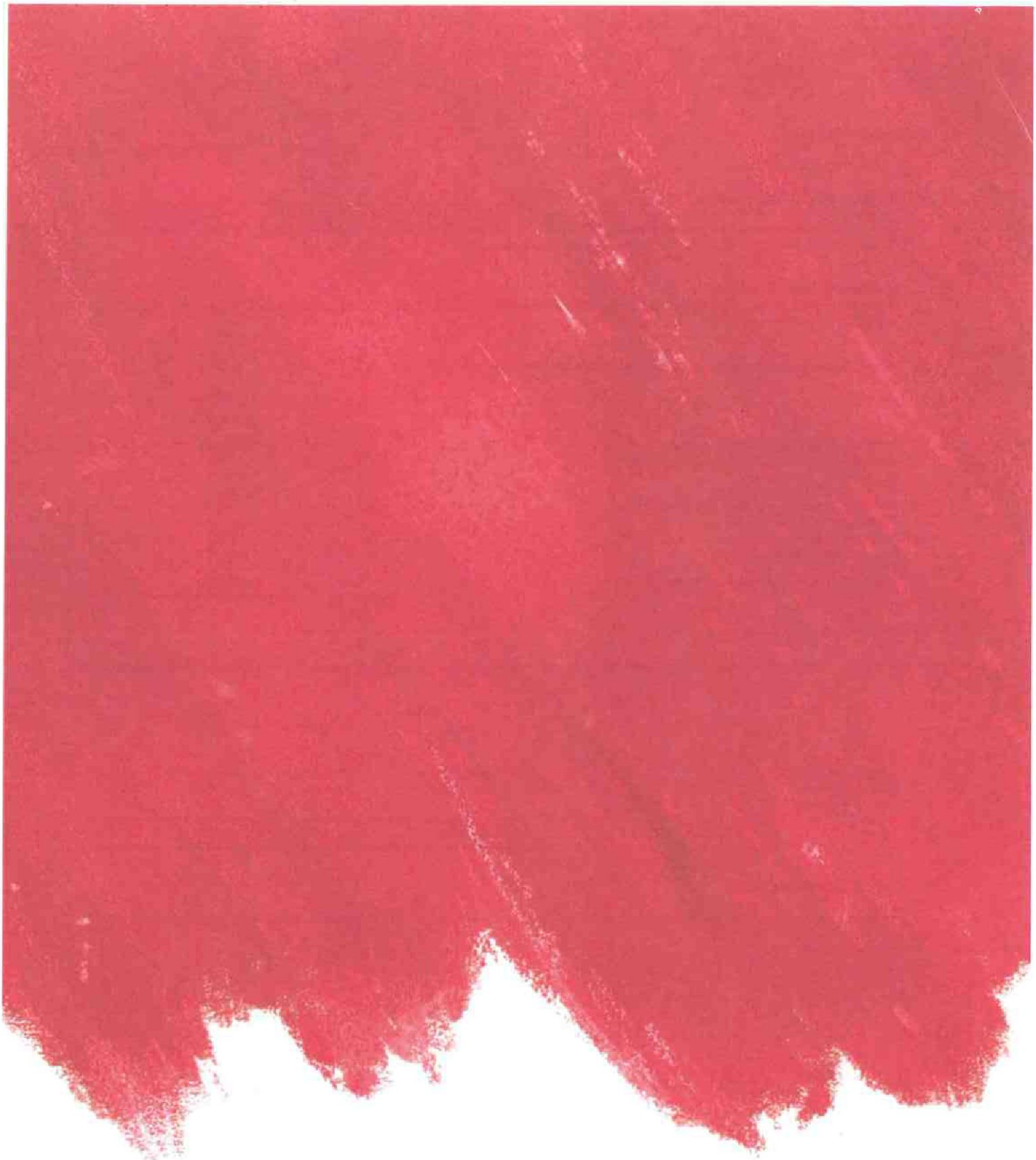
20 Operating lease commitments

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

	Property		Equipment	
	2021 £	2020 £	**2021 £**	2020 £
Less than one year	**218,660**	271,668	**57,868**	83,265
One to five years	**487,540**	758,180	**18,164**	76,032
Over five years	**–**	40,320	**–**	–
	706,200	1,070,168	**76,032**	159,296

21 Legal status of the charity

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



Single Homeless Project

Head Office
245 Gray's Inn Road
London WC1X 8QY
Tel: 0204 509 8300
shp.org.uk

preventing homelessness
transforming lives

Company Limited by Guarantee Number 1741926 Registered in England
Registered Charity Number 287779

THE SINGLE HOMELESS PROJECT

England & Wales - Charity number 287779

Accounts

shp

preventing homelessness
transforming lives



Single Homeless Project

Annual Report and Accounts 2020-21

Single Homeless Project is a London-wide charity. Our vision is of a society where everyone has a place to call home and the chance to live a fulfilling life.

We help single Londoners by preventing homelessness, providing support and accommodation, promoting wellbeing, enhancing opportunity, and being a voice for change.

From supporting people in crisis to helping people take the final steps towards independence and employment, we make a difference to 10,000 lives every year across all 32 boroughs.

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2. Trustees' report for the year ended 31 March 2021
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4. Statement of financial activities
5. Balance sheet
6. Statement of cash flows
7. Notes to financial statement

1. Reference and administrative information (for the year ended 31 March 2021)

Charity number
287779 (Registered in England and Wales)

Company number
1741926 (incorporated in the UK)

Registered office and operational address
Single Homeless Project, 245 Gray's Inn Road
London, WC1X 8QY

Trustees
The trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:
Jon Rosser, Chair
David Braverman
Lindsey Chiswick BA (Hons)
Mark Fell
Chris Clements
Peter Rowbottom BA (Hons)
Lindsey Marsden (resigned November 2020)
Jon Edwards MEng FCA FCSI; M Fell MA MSc CPE; Treasurer (resigned September 2020)
Peter Brogden (joined September 2020 and appointed Treasurer)
Cristina Martinez Fernandez (joined September 2020)
Henrietta Geary (joined September 2020)
Nicky Boland (joined September 2020)

Secretary
Liz Rutherfoord

Executive Management Team
Liz Rutherfoord, Chief Executive
Toni Warner, Deputy Chief Executive & Director of Services
Rupa Bhola, Director of Finance, IT & Facilities
Jamie Mills, Director of Business Development & Fundraising
Howard Rosenthal, Director of Human Resources & Organisational Development

Bankers
National Westminster Bank Plc
London Corporate Service Centre
London, EC1V 7DY

Solicitors
Devonshires
30 Finsbury Circus
London, EC2M 7DT

Auditor
Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
Invicta House, 108-114 Golden Lane
London, EC1Y 0TL

2. Trustees' report for year ended 31 March 2021

The trustees present their report and the audited financial statements for the year ended 31 March 2021.

Reference and administrative information is set out on page four of this report. The financial statements comply with current statutory requirements, the articles of association, the Companies Act and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities - public benefit

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing Single Homeless Project's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set. SHP's objective is entirely focused on public benefit – to provide relief to persons in need by reason of age, frailty, ill health, mental or physical disability, and poverty, social or economic circumstances or otherwise through the provision of support services and other ways as the trustees shall determine.

Single Homeless Project's main aim is to reduce poverty, social exclusion and homelessness and to make a lasting improvement to the quality of life of our clients.

Strategic Report

Single Homeless Project is a London-wide charity. Our vision is of a society where everyone has a place to call home and the chance to live a fulfilling life.

We help single Londoners by preventing homelessness, providing support and accommodation, promoting wellbeing, enhancing opportunity and acting as a voice for change. From supporting those in crisis to helping people take the final steps towards independence, this year we worked with nearly 10,000 individuals across all 32 London boroughs.

Our services continued to grow and develop over the past year as we responded to the challenges of the pandemic and participated in the Everyone In initiative which supported rough sleepers to move in to accommodation and stay safe.

In the face of a challenging funding and policy environment, we continued to innovate and to diversify our services. We ensured that Londoners facing homelessness remained able to access the support they needed, and that we helped them to make a lasting improvement to their quality of life.

Our business plan priorities for 2020/21 were:

- Expand our services for rough sleepers
- Support our clients to improve their health
- Prevent more people from becoming homeless
- Build a service legacy from the Fulfilling Lives Programme

- Help more of our clients into independence
- Expand our Opportunities Programme

Our staff, locums and volunteers always show exceptional focus and commitment to our clients. We want to thank each one wholeheartedly for their flexibility, adaptability and resilience in the face of all the difficulties that the pandemic has thrown at us over the past year.

In 2020-21, we worked with over 10,000 Londoners who were facing or experiencing homelessness

1,668 people housed in our hostels and supported accommodation

Over 1,200 people helped off the street and into safe and secure emergency places to live through the Everyone In scheme

Over 5,000 Londoners at risk of homelessness supported in the community...

...including 1,600 people in our Pan-Londoner Offender service

127 people supported to gain settled status

100 people ·helped into their own accommodation through our 'New To The Streets' service

784 emergency grants to support clients to buy key essentials

Over 550 young people supported

Over 800 people helped to move into housing in the private-rented sector.

961 people have grown their confidence, skills and social contact through our Opportunities programme

94% of clients sustaining their tenancy for more than six months

Over 100 Londoners supported through Housing First schemes

Over 500 people supported into education, training or paid employment

75% of clients remaining in work for the full contract length or over six months

including **15 women** in our Project Kali Service

shp preventing homelessness transforming lives

Achievements and impact

Services for rough sleepers

Whilst the last year has probably been our most challenging ever due to the Covid-19 pandemic, it has also afforded us the opportunity to do things differently. We managed to not only keep all of our hostels open and our outreach services running throughout the lockdowns, but we also increased the number of people we worked with and the number of services we were able to deliver.

Off the streets and into safety
In response to the Ministry of Housing Communities & Local Government's (MHCLG) 'Everyone In' initiative, we worked with the GLA and the London Boroughs of Camden, Islington, Hackney, Havering, Newham and Redbridge to set up and run 360 bedspaces in hotels and in other temporary sites. We helped over 1,000 Londoners off our city's streets and into safe and secure accommodation.

We focused on identifying more permanent housing for everyone we had supported off the streets. By the end of March 21, we'd helped 1,007 people to move into either some form of supported housing where they could stay for longer or into their own tenancy in the private rented sector.

Navigator Services
We expanded our Navigator Services in Redbridge, Newham, Islington and Camden. These outreach services are designed to help rough sleepers with some of the most complex needs and offer a consistent source of support. At the height of the pandemic, these services were critical to ensuring that those most at risk (including people with no recourse to public funds) had food and clothing as well as access to the welfare and health support they needed when so many services had closed. The relationships that the navigators build with their clients are vital in preventing many people with long term rough sleeping histories from returning to the streets.

New arrivals to the street
Despite the success of the 'Everyone In' initiative, we continued to see new arrivals to the street throughout the year. Many of these were people who had lost their jobs and homes as a result of the pandemic. We set up a 'New to the Streets' service working across five north London boroughs to reach rough sleepers who had arrived onto the streets with no local connection within the last 30 days. In six months, the service received over 140 referrals and has successfully moved 106 people off the streets and into their own accommodation so far. We will continue to deliver this service and offer 25 beds each night for the next year.

No recourse to public funds
People sleeping rough, whose immigration status is unresolved are in a desperate situation. They have no access to an income, no entitlement to statutory support with housing and are

often forced into the hands of exploitative labour gangs for low pay and long hours of work. People with no recourse to public funds may have lived in the UK for many years, paying taxes and contributing to our communities. But, forced into homelessness for a number of reasons and without proper documentation, they are being unfairly penalised.

Our rough sleeping services work in partnership with immigration specialists, like Ramfel and Praxis, to resolve often complex, but valid immigration status claims. We help our clients to find better employment options, address the range of health needs that have arisen whilst sleeping rough and once they have secured both their immigration status and employment, we assist with a move into the private rented sector. We successfully helped 127 clients to achieve settled status last year.

Converting emergency provision into a long-term resource
We took the once in a lifetime investment and welcome focus on rough sleeping by central government, and developed new approaches to address street homelessness in the long term, rather than just for the pandemic.

With extra funding, we refurbished and expanded accommodation sites, converting some to supported housing and extending the funding into the future for others. Our work over the last year in partnership with Hackney and Redbridge has meant that we moved from providing accommodation at temporary sites to providing a much better housing offer to rough sleepers in the future.

Prioritising health needs

Addressing the health needs of people forced to sleep rough
The pandemic highlighted the vulnerability of clients who sleep rough or have a history of doing so. They were more at risk of contracting the virus, but as many were also more likely to be in the clinical extremely vulnerable category, the consequences could have been severe.

Before the pandemic, we already knew that over 40% of the people living in our hostels for former rough sleepers had chronic health problems for which they were not receiving the treatment they needed.

Through the health checks we conducted under our Sport and Health project, we exposed not only the seriousness of some of the unaddressed issues our clients were coping with, but also how much could be achieved when services were brought on site. This work took on new urgency when Covid-19 struck.

In April, we moved 107 clinically vulnerable people from the streets or from unsuitable temporary accommodation into a hotel in Camden where they could shield safely in rooms with en-suite bathrooms, hot meals and 24/7 onsite support. Our Sport and Health team undertook symptom screening as clients moved in, supported the NHS Find and Treat Team with testing and coordinating vaccinations and became our specialist health workers on site.

We co-managed a multi-disciplinary health team of GPs, nurses, dentists, pharmacists, psychologists and substance abuse specialists. They all worked together to help residents with a complex range of needs that would previously have been almost impossible to address in a fragmented system. This ‘all hands-on deck’ approach removed organisational boundaries and bureaucracy so that decisions and care could be fast-tracked.
We helped every single resident to move into longer-term, safe and secure accommodation. The success of this project shows that a holistic, multidisciplinary approach makes a fast

and, long-lasting difference to the health, wellbeing and engagement of people who have been forced into homelessness. The impact of this approach on the individual as well as the service providers has been astonishing and has given us the opportunity to test how an integrated model could really work in the future.

Introduction of Specialist Health Leads
On the back of our success with our health checks and on-site, multi-disciplinary model, we sought funding to bring Specialist Health Leads into each of our complex needs hostels.

We were delighted in February when KKR funded four Specialist Health Leads. Together with a network of external specialist agencies keen to support our clients, we immediately began building a desperately needed service.

East London Mental Health Service (ELMS) merger – one year on
One year on from our merger, ELMS' staff and services are very much a part of Single Homeless Project. Despite the difficulties presented by the pandemic, the integration has gone smoothly and has been received positively by clients and staff.

One of the key priorities following the merger was to manage the Council's requirement for a move from Block Contract to Spot Contracts for individual clients in the supported living services as well as to get on to the Waltham Forest Framework to expand the service. Our Spot Contracts began in January 2021 and we were successful in getting on the framework. Although our day and counselling services were both badly impacted by the pandemic, the team created opportunities for lunch clubs and remote counselling.

Supporting people into independence

Housing and the private rented sector
Over the past year, we have helped over 800 Londoners experiencing homelessness to move into their own private rented accommodation – more than ever before. This is due partly to our solid and long-term relationships with landlords and agents in London's private rented sector (PRS), partly to the conditions created by the Government's 'Everyone In' scheme which drove additional funding and a solution-orientated mindset from everyone and partly due to the exceptional skills and quick thinking of our new, specialist PRS team.

In July 2020, we won a contract to resettle Londoners who had been sleeping rough on our city's streets, or at risk of doing so, from GLA commissioned hotels into private rented sector accommodation. Working with new clients as well as landlords and agents for the first time, we all took on risks of the unknown. And they paid off. We set up a specialist PRS team who refined our practices so that we could accurately capture any risks and needs of our clients and better understand the values and ethos of agents and landlords where there was no prior relationship. We ensured our clients recognised both their own rights and responsibilities as tenants as well as those of their landlord or agent. We devised guidance for the PRS on approaches to working with our clients, offering them a dedicated point of contact if they needed support to manage the tenant relationship. And we offered employment and training support to all of our resettled clients to help them sustain their tenancies for the long term.

In just three months, we successfully resettled over 120 people from GLA and other hotels and began working with an additional 13 London boroughs. With a record of 100% of clients completing tenancy training, 97% of tenancies were sustained over three months and 94% of tenancies sustained after six months.

The past year has also given us the opportunity to challenge stigma and prove that people who were once homeless can make exceptional tenants. We are now regularly approached by estate agents and landlords because of the relationships we have built, and the positive experiences people have had**.**

Housing First
We have continued to expand our provision and are now supporting 104 HF clients with services across Redbridge, Newham, Islington, and our Pan-London female offender specific service Project Kali.

Over the past year the Covid-19 Pandemic has required our services to constantly adapt to the evolving health climate across several lockdowns, to ensure that our Housing First clients continue to receive the intensive, wrap-around support needed. We have continued face to face contact during this time, implementing the necessary safety measures to ensure staff and client safety. Despite the many challenges, the focus on the importance of multi-agency working became more prominent, with several multi-agency meetings being established across local authorities, improving our client's access to services during this time.

Our Strategy and Partnership manager, funded by a Comic Relief grant, has led on the co-ordination of more specialist training for Housing First staff, development of a Housing First Panel in Islington to manage the referral process and strategic oversight of Housing First, the adoption of the Team Around me approach in Housing First services, Reflective Practice for both staff and managers and the development of an internal Multiple Disadvantage forum for learning to be shared on this topic across the organisation.

At the core of the Housing First approach is the provision of secure housing. In Islington we continue to work closely with the council who have provided 36 units of social housing. In addition, Redbridge has provided five units of social housing for Housing First clients, and this is likely to increase in the coming months. For clients unable to access social housing we have expanded our in-house PRS service enabling a more streamlined and effectively managed approach to the procurement and placement of clients.

Project Kali began in 2018 and has continued to achieve great outcomes for our female ex-offender clients. The project operates on the principles of the Housing First model, offering intensive, wrap-around help designed to give our clients the best chance of gaining independence and sustain tenancies. Trapped in traditional systems of support that don't work, we frequently see a cycle of re-offending and homelessness with so many women in this client group. Already, our Project Kali is showing that when you provide the right support, in the right way, you can break this cycle.

Over the past year, we have helped every one of our 15 clients to sustain their tenancies in either private rented accommodation or Local Authority provided temporary accommodation. The intensive support that we provide means that we address our client's needs in a holistic manner and can quickly intervene in difficult situations to prevent the types of crisis that can lead to re-offending. 93% have reduced their offending with almost half stopping their offending completely.

Achieving Potential (Employment, training and education)
Many of our clients want to enter some form of education, training, and employment. This is a crucial step in leaving homelessness behind for good, and everyone deserves this chance. We are committed to ensuring that all of our clients are offered support with their career goals and find employment in their chosen field.

Our Achieving Potential programme gives our clients exactly what they need to get that next job. We help our clients learn new skills, complete accredited education or training courses, provide career and interview coaching, build their confidence and put them on course to independence.

We also offer financial support for ANYTHING that will help our clients with their job goals. Last year, nearly £10,500 paid for things like ID, IT equipment, tools and training. We even helped a client with equipment to start up a Cyprian food market stall and provided another the tools needed to begin a caretaker role in a Primary School!

We also walk our talk and are proud to now call at least 30 former clients our colleagues. Last year, despite the pandemic, we helped nearly 300 people complete education or training courses. Because we continue to support our clients once they've begun a new role, over 75% entering a new job remained in work for the full contract length or over six months

Young people

Young Peoples Services
As with our adult services, the impact of the pandemic and the national lockdowns meant that the last 12 months have been really hard on young people. With social distancing measures in place and young people being the last group to be offered the vaccine, the focus of our work has been to safeguard our young client and provide more intensive contact for those feeling isolated. We also facilitated education or training opportunities and improved the WIFI in our services to ensure young people were able to participate in remote learning.

The teams worked hard to improve the communal spaces within households, painting rooms and renewing furniture. Single Homeless Project's Opportunities team developed resources for young people to access remotely including Art Packs and online music making tutorials. Our young people came together across boroughs to support the staff in making videos detailing their experiences of lock down. Some of these were shown as part of our staff conference in the late half of 2020.

Move-on remained a focus for us despite the pandemic. We successfully moved on over 200 young people into long term accommodation, creating more safe spaces for young people faced with homelessness.

Preventing homelessness

Single Homeless Prevention Service (SHPS)
Our Single Homeless Prevention Service (SHPS) supports people who are homeless or at risk of homelessness who do not meet the Local Authority's priority need threshold but who are still entitled to support through The Homelessness Reduction Act. Last year, we continued to expand our work in Islington, supporting over 70% of clients into secure stable accommodation through a mix of new PRS tenancies, supported accommodation and landlord / family mediation.

In 2020, Single Homeless Project launched two new SHPS services in Enfield and Waltham Forest. By the end of March 2021, both had exceeded their targets, preventing or relieving homelessness for over 60% of clients. The three SHPS services work closely together to share knowledge and experience and have built an expansive list of housing providers and Letting Agents who are able to work with our clients. The services work in partnership with

their respective Local Authorities to fulfil their prevention and relief duties. SHPS also provides eight months of sustainment support to all clients.

Floating support

The floating support services have seen a year of adaptation and expansion, constantly responding to the demands of the pandemic with additional posts and service developments. The learning and experience from the past year will inform service delivery for the foreseeable future.

Many of the innovations and developments that featured the previous year and offered significant benefits, such as co-location, had to be suspended due to the lack of office-based service delivery on the part of local authorities.

Floating Support services rely on face-to-face support, primarily delivered in the home of the client. Covid restrictions meant that we couldn't offer home visits, so we had to rapidly adapt our service models to enable online support. Many staff worked from home, and we provided clients with smart phones to ensure contact.

Services such as Islington Floating Support saw staff offering deliveries of food parcels to hundreds of clients, all whilst observing the health and safety measures that dominated their work. Not only did this offer a lifeline in terms of regular nutritious meals it also provided much needed contact for socially isolated clients.

All these services have seen expansion, often in response to clients who were identified during the 'Everyone in' programme and were housed in temporary accommodation or Covid-protect hotels. Our Lambeth service supported over 50 people into their own homes in the past year alone. For many, this outcome was only possible due to the measures taken as a response to Covid and offers them an opportunity to rebuild their lives, in their own home, with support continuing to enable sustainable futures. The Islington service established a new Assessment and Reconnection Team, working across a number of hotels to understand the needs of the clients and move them on successfully to independent accommodation. Redbridge Floating Support took on additional support workers to work with clients housed in temporary accommodation and have worked closely with our in-house PRS team to source private rented accommodation.

The need to free up hospital beds has seen an increase in the hospital discharge work that we do with both Islington and Westminster. We work with individuals who are ready to be discharged but need additional support to ensure their homes are ready for them to return to and the support is in place to sustain the moves.

The focus on prevention will be vital as we emerge from the pandemic. We must ensure that the anticipated spike in evictions does not result in higher levels of homelessness and rough sleeping. These services can ensure our clients are reconnected with their communities, supported back into employment and helped to improve their health and wellbeing. The floating support services have seen a large increase in the number of referrals as the true impact of the pandemic is revealed. The impact of isolation, lack of access to services and financial hardship have all taken their toll and the floating support services will play a vital role in preventing homelessness and reducing social deprivation.

Pan-London offender service
Single Homeless Project is a key player in the London Early Response and Homeless Prevention Taskforce which was set up by the Ministry of Justice to free up space and keep people safe within prisons and Approved Premises as a response to COVID controls.

The Pan London Offender Service comprises of housing advice workers (HAWks) who are co-located in Probation offices across 28 London boroughs, as well as Floating Support workers and a PRS (Private Rented Sector) Team working across the capital.

The Pan London Offender Service is commissioned by the Ministry of Justice, in partnership with the National Probation Service London (NPS) and MTC Novo (CRC) to support offenders under supervision of the NPS London to access and maintain settled and suitable accommodation. By supporting someone with a safe place to live, we improve offender engagement, reduce social exclusion and contribute to a reduction in overall re-offending rates.

Over the last financial year, we were also heavily involved in supporting the National Probation Service within their Homelessness Prevention Project, which was established in response to the pandemic. This involved sourcing nightly let accommodation for prison releases and urgent move on from Approved Premises (AP), as well as supporting the move-on from temporary accommodation into the private rented sector.

During the last financial year, we supported over 1,600 individual clients, working on over 2,000 referrals in total.

Opportunities Programme

The Opportunities programme provides collaborative and creative ways for people experiencing homelessness to take an active part, to learn, share and grow. The positive life experiences gained, and healthy relationships developed, provide a renewed sense of hope, confidence and possibility. These often serve as a turning point for people in their recovery.

ArtHouse
Working with qualified artists and teachers, we use art to give our clients the space to learn, express themselves and to collaborate and build relationships in a supportive and therapeutic environment.

Last year, we kept our clients connected through the pandemic by working with community artists to create ArtApart isolation packs and run Mindfulness Art online workshops. We also worked with young people and creative partners to co-produce an outdoor kitchen and mural for the activity's hub in Greenwich.

We secured funding for ArtHouse’s biggest initiative to date, The Creative Industries Project. The project will be developed and delivered over the next twelve months.

GreenHouse
Our social and therapeutic gardening and wilderness project played a vital role in supporting clients through the pandemic. Being outside in gardens or the routine of daily walks in public green space became important and necessary for us all.

We gave potting kits to clients to seed plants themselves, made batches of chutney using homegrown produce, ran vegetable sculpture competitions for fun and co-produced wellbeing videos with clients on what was helping them get through the lockdown. The

project sourced pizza ovens and fire pits to get people outside, cooking, eating and 'socialising' in our gardens.

We also worked closely with community groups like GoodGym who got our green spaces ready for the growing season and helped our clients to access specialist resources like Kew Gardens.

SoundHouse
SoundHouse is a music project that brings young artists and creatives together with professional musicians and producers to create new and original music and media. Last year we focused on a number of successful partnerships to create opportunities for our clients:

- We developed a new in-house studio in partnership with the Joe Strummer Foundation at our King George's hostel
- We set up a music hub at Creekside Young People's Service and a listening room at Keen Street
- We won a second Youth Music Grant to support our work with young people including paid internships which we will recruit this year
- We partnered with Strongroom studios to provide a mentoring programme and refurbishment of our Sydenham studio
- We also started working with Guildhall School of Music & Drama on collaborative music making and live performance

Psychotherapies
We expanded our offer with the exciting arrival of the East London Counselling Service to offer talking therapy within the local community and our clients with complex needs.
We also began a pilot service using a trauma-informed approach with women facing multiple disadvantage.

Recovery Team
The Recovery Team's focus is the inclusion, participation, and empowerment of our clients. We work with clients to co-create accessible learning and social activities, meaningful opportunities and a range of group work. This can be anything from residents producing a magazine, painting a fence, going fishing, mindfulness or cooking lunch: what's important is that it's done together.

We focused on day-to-day relationships to help clients stay connected and process the impacts of the pandemic. We addressed food poverty through cooking and eating sessions and helping people to get out for daily exercise.

We developed a partnership with Goldsmiths University to create a PhD position to develop the Single Homeless Project Archive Project. The project will empower people using SHP services to reflect on the journey of the organisation in the run up to its 50th Anniversary and to explore more widely issues related to homelessness and inclusion. This will be through support to conduct peer-led research on the issues that matter to people, explore existing archives and co-produce projects that keep people's voices front and centre.

Sport and Health Project
This project was initially funded by the National Lottery through Sport England to work with over 55's experiencing homelessness, to extend the life of people living sedentary lifestyles, by undertaking 30 minutes of gentle exercise a week. The project became hugely popular, levels of engagement were high and we were able to demonstrate very significant health impacts including improving stress, anxiety and depression levels by 76% and overall quality of life by 62%.

We evaluated the impact of exercise on our younger clients worried about health issues who had started to seek advice and decided to lower our age range, looking more at the specific and more chronic health needs of people who have been homeless. Impressed by the impact of this project, in 2021, Sport England and London Housing Foundation agreed to the new approach. They continued our funding for a further two years and as part of this work, we will share the model more widely across our sector, recruiting volunteers to help deliver the programme to extend its reach.

Fulfilling Lives Programme

Our Lottery funded Fulfilling Lives in Islington & Camden (FLIC) which supports people facing multiple disadvantage, is now entering its final year. Our clients experience a combination of problems including homelessness, substance misuse, contact with the criminal justice system and mental ill health. They fall through the gaps between services and systems, making it harder for them to address their problems and lead fulfilling lives. We all depend on our support systems and so they should work for and include everyone in our society. Working in partnership with statutory and voluntary agencies across both boroughs, we drive systemic change and influence how services are designed and delivered for people with multiple needs.

Team Around Me
Many of our clients report negative experiences of accessing services and attending meetings, often rooted in previous interpersonal trauma. We collaborated with Pause Islington to create Team Around Me (TAM) – a strengths and trauma informed model for multi-agency meetings. TAM meetings highlight the positive factors and achievements of clients, rather than focusing on deficits. In the last year we have trained over 200 professionals across the UK in the TAM approach. Our TAM approach is being widely adopted across Housing First services. We have also been asked to train all of Islington Health Trust's mental health care coordinators and it is very exciting to see this approach becoming more widely adopted across the system.

"The client feels empowered, valued, believed and is in the driving seat – and because of this, they have achieved some pretty positive outcomes!" Specialist woman's organisation, Women at the Well, Camden

Housing First
We continue to be involved in the England wide strategy to increase the use of Housing First as a proven means of reaching and supporting clients experiencing multiple disadvantage. Our Housing First service has proved very successful with clients becoming more stable over time, increasing their housing options for the future. 80% of our clients have been able to sustain their tenancies and for many, this has been for the first time. As our service comes to a close in October 2021, we have been focusing on seeking future homes for our clients. Over the last year we have hosted three nationwide forums in partnership with Housing First England to share and improve practice across services.

Co-production

Our co-production groups, represented by clients and peer mentors from FLIC and Single Homeless Project, enable our clients with complex needs to be consistently and meaningfully involved in shaping our work. We are now working with local commissioners to help co-produce commissioning and procurement processes. This is a real opportunity for people to use their lived experience of system change to influence future service design and delivery.

Our Mental Health Project group has helped us to develop the Camden and Islington Trauma-Informed Network, shaping our understandings of trauma and contributing towards FLIC's position paper on trauma. The group has also designed solutions to the barriers preventing access to appropriate mental health support for people experiencing multiple disadvantages. As a result, we will trial an informal mental health drop in with educational activities at one of our hostels.

Women's Hidden Homelessness
Women experiencing multiple disadvantage and domestic abuse are among the most marginalised in our society. Our research and experience have shown that women face considerable barriers in both identifying their experience as abuse and getting the specialist support that they need. Frontline practitioners often experience a lack of confidence in working with perpetrators and survivors of domestic violence as the dynamics can feel delicate and risky.

In December 2020, FLIC and Standing Together published a guide to help frontline practitioners: 'Working Effectively with Perpetrators and Survivors of Domestic Abuse in Homelessness Settings'. The aim of the guidance is to:

- Increase safety for survivors experiencing multiple disadvantage
- Where appropriate, to motivate perpetrators of domestic abuse to recognise and address their behaviour and support them to access help
- Improve the skills, confidence and safety of practitioners working in these scenarios

Wound Care

"I've been in a place where I just I wanted to cut it off (gestures to the leg) …. Just get it over with…'cause it feels like it is spiraling out of control, and you can't do anything about it…like it would scare me just to look at it…"

For many of our clients, living with chronic, painful lower limb wounds is a daily reality – but one that there is a solution to. Some clients have lived with the immobility, smell and stigma that comes from these ulcers for over a decade. The impact of the problem is not just felt by the individuals themselves, but also the NHS as the cost of managing wounds and the associated socio-comorbidities is comparable to the cost of obesity in the UK – a staggering £5billion.

In 2019-20 FLIC and Camden Health Improvement Practice worked together, delivering two projects that piloted health interventions with homeless (or ex-homeless) people with significant unmet health needs. Early findings show that leg ulcers are preventable, treatable and healable with the right, timely support. The findings from our pilot are now being used to inform a new North Central London CCG wound-care project that aims to reduce the need for hospital admissions amongst people who are homeless with leg wounds.

Our fundraising

Overview
Despite very challenging circumstances brought upon our fundraising plans by the pandemic, Single Homeless Project has had a very successful year. We secured £1.2m in fundraised income to help our clients experiencing homelessness.

The fundraising team took an agile working approach, constantly adapting to the changing environment. With heavy hearts, we cancelled all external challenge events, our group volunteering programme, and any office fundraising. Working quickly, we developed a new, flexible fundraising offer which would work in the virtual pandemic environment.

And our efforts paid off. Our fundraising activity showed growth in both, restricted – up 86% and unrestricted income - up by 60% in comparison to the previous financial year. This significant income growth was achieved thanks to the generosity and compassion of our donors who acknowledged the increased challenges faced by our clients.

The increase in unrestricted funding meant that we could keep our clients and staff safe during the pandemic. We provided care packs to the most vulnerable clients and covered the cost of PPE equipment, IT equipment and mobile phones to help our clients maintain regular contact with their support workers. We also set up an Emergency Grant Scheme and awarded 784 grants for up to £150 for our clients who lacked basic necessities such as photo IDs, clothing, mobile phones, food vouchers and move-on packs which enabled our clients to furnish their new homes.

Our restricted funds supported the growth of our non-commissioned services including: Our Opportunities Programme, Achieving Potential Programme and Project Kali.

Fundraising report
Our fundraising activities are focused on supporting Single Homeless Project's programmes that address the unmet needs of our clients.

In 2020/2021, we secured £1.2m income from a wide range of Trusts and Foundations, corporate partners, individual supporters and high value donors.

We are proud to highlight some of our important funding partnerships and fundraising moments below:

Addressing the unmet needs of our clients

> **The Opportunities programme** engages our clients in collaborative and creative ways, offering opportunities to take an active part, to learn, share and grow and ultimately lead to a more independent life. The programme, which is fully funded thanks to charitable grants and donations, has gone from strength to strength within the last year, supporting nearly 1,000 of our clients experiencing homelessness.
>
> The growth in the reach and increased impact of the programme would not be possible without the support and funding provided by: Sport England, Sodexo Stop Hunger Foundation, BUPA UK Foundation, LHA, Youth Music, KKR Foundation, Joe Strummer Foundation, Music Sales Charitable Trust, Mrs Maud Van Nordens

Charitable Foundation, Chapman Charitable Trust, The Swire Charitable Trust, Coudesley Fund and the Scottish Power Foundation.

Achieving Potential, our employability, education and training programme successfully helped almost 900 Single Homeless Project clients into jobs, further education and training last year. Thanks to the funding from our corporate partners Qsix LLP, LinkedIn and Blackrock Gives, our clients received 1-2-1 and group support and access to a micro grant scheme.

Housing First programmes at Single Homeless Project have been significantly strengthen by the funding received from Homeless Link. We now employ a Housing First Strategic Partnerships Manager who works across London boroughs to develop best practice, improve cross agency partnerships and promote the rollout of the Housing First model across London.

Project Kali supports women who experience homelessness and have a history of offending by providing them with independent accommodation and continued wrap-around support. The continued generous donations from our Major Donors, Samantha and Stephan Wilcke have enabled us to fully roll-out this innovative project.

Support provided by our corporate partners

In 2020/2021 we were privileged to be a Charity Partner of the Year for a number of organisations. Together, they funded our Opportunities programme and core expenditure including:

- Brewin Dolphin – London office
- 12 Flitcroft partnership – made out of two companies The Value Engineers and 2CV
- Tideway – staff charity partner
- Arnold and Porter

Appeals and events

COVID emergency appeal

Single Homeless Project's COVID Emergency Appeal was launched on 23rd March 2020 and continued throughout the whole year of the pandemic. We raised £240,000 which enabled us to provide our clients and staff with the crucial PPE equipment, emergency care packs, IT equipment, mobile phones, food and clothing they desperately needed.

The generosity and compassion of the donors and funders meant we were able to create an Emergency Grant Scheme for the increased number of people supported by Single Homeless Project though the "Everyone In" scheme. This couldn't have been achieved without the support and funding from: The Silicon Valley Foundation, Tesco Bags of Help COVID-19 Communities Fund, LandAid, London Community Response Fund, The Morrisons Foundation, Shroeder Trust, Great Portland Estates, Rockstar Games, BUPA UK, Liberum Foundation, Brewin Dolphin, Invesco, Harriet Trust, CAPCO, r10, Blevins Franks, Tideway, Amazon UK and very generous individual donors.

Circle Challenge – virtual event

With all physical challenge events being cancelled due to the outbreak of COVID-19, we needed to find new, alternative ways to engage our partners and donors. Together with the support from our corporate partners, 12 Flitcroft Group, Brewin Dolphin and BETC, we created a virtual event. The Circle Challenge, which invited supporters to walk or run 21.2 miles or 45,000 steps (the equivalent of the length of the Circle Line), raised £10,000.

Annual Christmas appeal

Our 2020 Christmas appeal – "Home for Christmas" raised nearly £120,000 which is an incredible result taking into consideration that COVID restrictions prevented us from having our usual fundraising activities including station collections, Santa Run challenge event, office fundraising, hostel decorating and organising client Christmas parties. For the first time this year, we were not able to involve our corporate partners in directly buying and distributing Christmas gifts to our clients living in our accommodation services. As a result of the pandemic and the winter lockdown, we used Amazon wishlist and invited our corporate partners to purchase and deliver the gifts to our clients. As a result of the appeal, we provided:

- 1,050 Christmas gifts purchased online to all accommodation-based services including the shelters
- 1,200 Christmas advent calendars from Lindt
- 240 food e-vouchers
- 189 Emergency Grants to SHP clients who were previously sleeping rough
- 81 gifts for the children supported via our Islington Floating Support service
- 80 Christmas crackers filled with essentials for the shelters
- 62 turkeys for the Christmas dinner
- Funding for 24 services to organise their Christmas gatherings for the clients
- 11 beds for the children in Islington Floating Support Services
- 5 decorated Christmas trees to services
- volunteers to help prepare Christmas gatherings

Winter shelter appeal

This Winter, we supported over 350 Londoners to come off the streets and into warm, safe accommodation. Many of these Londoners lacked essentials such as clothing, mobile phones and identification. In response to this need, we launched our Winter Appeal which raised over £6,000 generously donated by the public and our corporate supporters. Our generous community and corporate partners provided various donations including non-perishable food, cooked meals, clothing, toiletries, chocolate, mobile phones, puzzle books and art equipment which was directly distributed to twelve of our emergency night shelters.

Single Homeless Project is registered with the Fundraising Regulator and works in a way that demonstrates our commitment to good fundraising practice. Our fundraisers are members of the Institute of Fundraising and we follow all requirements set out in the Code of Fundraising practice, including those which relate to interactions with vulnerable individuals. The Fundraising Team attended Safeguarding Adults and Safeguarding Children and Young People obligatory training. Our supporter and donor data are GDPR compliant and all the consent options and privacy statements are regularly reviewed.

Our people

This past year has presented us with many challenges and most of them have required urgent and quick action to ensure we continue to support our clients and staff. We have listened carefully to the needs of our colleagues and our clients, adapted our ways of working, boosted our focus on wellbeing, training and diversity and grown significantly.

We've worked hard to support our staff who have gone the extra mile under extraordinary circumstances. We have:

- Grown our workforce by 20% during the year to 750 people including 214 locum staff
- Established a series of staff Equality, Diversity and Inclusion networks and set concrete diversity improvement targets for the coming year
- Launched new e-learning, wellbeing and resources platforms for all of our staff including many new locums and emergency COVID workers who joined us at the beginning of the pandemic
- Held our first virtual ever staff conference, recognising achievements, sharing ideas and discussing race and inclusion
- Been awarded a Silver Award by Investors in People, the best that we have ever been rated. We have now set a target to achieve the Gold Standard in the new 2021-26 Single Homeless Project Strategy
- Recognised the commitment and dedication of our staff who continued to travel and carry out face to face client work at the start of the pandemic with pay and annual leave bonuses
- Updated, redeveloped and relaunched training for staff on our trauma informed way of working with clients (OWOW)

Financial review

Results for 2020/21

In 2020/21 Single Homeless Project's turnover was £36.4m (2020 £27.8m). The increase is mainly attributable to the funding for services set up to support rough sleepers to move into accommodation during the pandemic. This included the setting up and management of hotels as well as other accommodation services. Additionally, we took over the ELMS charity in May.

Income from our fundraising activities also significantly increased during 2020/21 both in respect of unrestricted and restricted funds as a result of campaigns, appeals and grant applications.

The result shows a surplus of £2.0 m i.e. unrestricted surplus of £148k (2020: surplus of £102k) and restricted surplus of £1.8 m (2020: deficit of £65k). The includes the impact of £1.9m from the merger with ELMS during the year. This is a positive position in comparison to previous years and we expect to build on this during 2021/22. The result also includes the impact of an inflationary increase to staff salaries as well as the increase to the London Living Wage.

During the year to increase efficiency and improve the way we work, we continued to invest in our infrastructure. We upgraded all our Telephony systems and broadband connections including new Cisco routers for each of our services.

The timely investment in our infrastructure has provided us the much-needed flexibility and portability to work from anywhere and from most devices which have internet access. This timely investment provided us the desired flexibility to scale our capacity to meet the growth when new opportunities arose during 20/21 and to continue our work remotely in situations like the recent lockdown situation.

We continue to work in a challenging environment where our performance has been affected by funding reductions from central government to local authorities, and the knock-on effect for organisations like Single Homeless Project; the need to increase the use of agency staff in order to set up urgent services; voids due to delays in re-let works and availability of suitable referrals; and increased arrears as a result of the eviction ban. As most of our properties are owned by Registered Providers, we are required to pay rent for each bed space regardless of whether the rooms are let, or the rent is being paid.

We continue to take every opportunity to improve our financial performance. This includes:

- Selecting a new housing management system to ensure timely reporting and more impactful performance data
- Working on our voids process to minimise the time a bedspace stays vacant, and taking a more systematic approach to monitoring RP performance and claiming compensation from them
- Focusing on recovery of rents and service charges and to reduce bad debt and write-offs
- Improving procurement of suppliers and performance monitoring
- Continuing to diversifying our income sources beyond local authority contracts and increasing fundraised income
- Continuing our recruitment drive to employ permanent staff across all our services to reduce agency expenditure

Notwithstanding the challenging environment, Single Homeless Project's financial position remains strong, with year-end reserves of £5.9m (2020: £3.9m). Of these, £2.0m are restricted (2020: £0.1m). Cash and short-term deposits amounted to £4.7m (2020: £2m).

Key financial performance indicators
Single Homeless Project monitored financial performance against the following four key indicators during the course of the year:

- **Surplus: 0.5%** (2020: Surplus 0.1%) Unrestricted surplus as a percentage of unrestricted turnover; a measure of financial sustainability over the long term. Target break-even. This is above target, a planned improvement in comparison to the previous year.
- **Overheads: 10.9%** (2020: 11.3%) Central Overheads (re-charged to projects/services) as a percentage of direct costs. A key efficiency indicator used by donors and funders. Target 15%. This is an improvement on the previous year. Central overhead costs were 4.4% better than target.
- **Staff expenditure: 103%** (2020: 104%) Actual expenditure against budget. Target 100% of budget. This is the largest single element of Single Homeless Project's expenditure. This was affected by agency and locum staff covering vacant posts and additional staff needed at short notice for new services during the year.
- **Income vs budget: *7%*** (2020: 4%) The extent to which turnover exceeds (or falls short of) budget. Target 1%. This is better than target reflecting the extra income received from new services started during the year.

Reserves policy

The Board's policy is to designate funds for anticipated expenditure which is expected to enhance our services or is critical to ongoing services. Movements in reserves are set out in the financial statements.

Single Homeless Project is committed to working with our clients over the long term, however the income associated with our projects and key elements of our costs can be unpredictable. In the event that our activities proved loss-making, it would take time for us to re-price projects, and/or reduce costs to return to break- even. Therefore, to avoid excessive risk of Single Homeless Project's liabilities being greater than its assets and/or it being unable to pay its debts as they fall due, the Board's policy is to build a general fund of £1.7m. This represents approximately three years of cash outflow under a stressed scenario. This includes circumstances where costs may rise unexpectedly and revenue streams do not increase, or we lose contributions from contracts which are re-tendered or de-commissioned.

At the year-end, **general reserves amounted to £1.8 m**.

Having reviewed Single Homeless Project's cash flow projections for the coming year, the Board is confident that Single Homeless Project has sufficient funds to continue as a going concern, and to meet its objectives.

Capital reserve - This reserve of £1.8m reflects Single Homeless Project's investment in its building at 245 Gray's Inn Road. This is one of the principal locations from which Single Homeless Project's services are provided. The capital is therefore not readily convertible into liquid funds.

The following funds have been designated based on the Board's expectations of likely calls on Single Homeless Project's resources over and above its day-to-day operations:

- **Relocation/refurbishment -** £50k is set aside to finance the costs of modifying our offices to meet our ongoing business requirements.
- **Information technology -** £75k. This reserve has been earmarked for planned investment in our IT, Housing and HR systems.
- **Furnishings and equipment** - this reserve, which currently stands at £150k is for the replacement of old or damaged furnishings and equipment in our residential accommodation. Funds in this reserve are based on expected replacement costs and are expended when furniture and equipment need replacing.
- **Property maintenance** – currently standing at £115k, this reserve is for essential works to our properties which will not be met by the property owners. Funds are transferred based on expected cyclical maintenance costs and unplanned future repairs, and are expended as repair costs are incurred.
- **Innovation and evaluation** –this fund, currently £40k, is for the improvement of our services, to try out and evaluate new approaches to service delivery, and to streamline our processes to meet the needs of the future.
- **Asset cover for funds** - Note 17 sets out an analysis of the assets attributable to the various funds. These assets are sufficient to meet Single Homeless Project's obligations on a fund by fund basis.

Principal risks and uncertainties

In the last year, the Trustees re-assessed the risks to which Single Homeless Project is exposed. The most significant of these continue to be the loss of revenue, leading to financial instability; serious incidents leaving staff or clients at risk of injury; and any serious incident or service failure leading to reputational damage. We have quantified the risks by considering their probability and impact and as a result, have been able to delegate responsibility to senior staff to ensure controls are in place to manage them.

The Board recognises that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

We hold the ISO 9001 2015 Quality standard. Being able to demonstrate our management system meets these quality management requirements has enhanced our ability to systematically assess, plan, control and monitor risks.

Future plans and ambitions

Our new five-year strategy builds on our achievements over the recent past, including:

- Strengthening our position as a significant provider of homeless and homelessness prevention services in London
- Expanding the reach of our services both geographically but also for people at different stages of homelessness
- Scaling up our fundraising capacity and engagement with corporate supporters
- Maintaining a strong financial position and increasing SHP's turnover significantly.
- Investing in our IT infrastructure, transforming the information systems our staff use, and the support needed to run them
- Expanding SHP's Programmes including Opportunities and Achieving Potential with the support of fundraised income and corporate donors
- Diversifying our mental health, well-being and counselling services through merger with East London Mental Health Service (ELMS)
- Raising our profile among key stakeholders and becoming the 'go to' provider for several local authorities
- As lead agency, delivering the national Fulfilling Lives programme in Camden and Islington

This past year, we have helped more Londoners than ever before, worked in new ways, evolved our services, tackled prejudices, and forged new relationships. We've reflected carefully on the challenges we've all faced, the lessons we have learned together and what we need to do over the coming years to support our vision of a society where everyone has a place to call home and the chance to live a fulfilling life.

Our new five-year strategy builds on all of this, evolving our work and making the most of our collective experience, expertise and ambition.

Our strategic priorities for the coming five years are:

1. Meet the urgent needs for more single homeless Londoners

2. Support more people into independence

3. Develop, fund and deliver services that address unmet needs

4. Influence service design and system change with client voice, data and insight

We recognise that to achieve our ambitions, Single Homeless Project must remain financially strong. Our services are currently funded primarily through public expenditure, and we are mindful of the downward pressure on those budgets now, and that the pressure is likely to increase during the lifetime of the plan because of the impact of Covid-19 and Brexit. We will therefore take steps to promote the importance of our services, seek to diversify our funding, and plan our finances to manage any of the scenarios that may emerge over the next few years with the following cross-cutting themes:

- Meeting the financial challenge
- Valuing our workforce
- Fundraising, engagement and volunteering
- Communications

Structure, governance and management

Governance

Single Homeless Project is a charity and a company limited by guarantee with no share capital. None of the Trustees has any beneficial interest in Single Homeless Project. All of the Trustees are members of the company and guarantee to contribute such amount as may be required (not exceeding £1) to its assets in the event of a winding up.

Single Homeless Project's business is conducted under the framework of its governing Articles of Association.

Trustees are usually selected by open advertisement. In accordance with the Articles of Association, one third of the Trustees resigns by rotation each year and, if willing, stands for re-election at the September Board meeting alongside any prospective new Trustees and Trustees co-opted during the year.

During the recruitment process prospective Trustees are interviewed by Board members, meet the Chair of the Board and the Chief Executive and are briefed on Single Homeless Project's work and its governance arrangements. They are also required to visit scheme- based services and to observe at a Board meeting. Once elected or co-opted, all Board members participate in a programme of regular visits to Single Homeless Project services which enable members to meet staff and clients, to develop a more in- depth understanding of the service and some of the challenges faced and the outcomes achieved, and to provide feedback to the Board.

Jon Edwards, Treasurer since 2015, resigned during the year and two new trustees with financial skills were recruited, including Peter Brogden who was appointed as Treasurer.
As a result of the merger, two of ELMS's trustees joined Single Homeless Project's Board.
A governance review was completed by external consultants in January 2020.

During this year, the Board has focused on implementing the recommendations. These included revising The Articles of Association to introduce a limit on the term a Board member can serve as well as on the number of Board members; ensuring a consistent approach to Board appraisals; improvements to the risk register; presenting the KPI's to offer a higher level of key metrics; and reviewing the Terms of Reference for the Quality Committee.

Organisational structure

Single Homeless Project's Board has ultimate responsibility for all aspects of Single Homeless Project's work, in particular determining strategy and direction, setting the annual budget and monitoring performance and service delivery.

In addition to the Board, Single Homeless Project has four committees: Finance and Audit, Quality, Remuneration and Property.

- The Finance and Audit Committee is responsible for monitoring Single Homeless Project's financial performance and probity. It also oversees Single Homeless Project's pension arrangements.
- The Quality Committee monitors service performance and outcomes, contract compliance and client satisfaction.
- The Remuneration Committee oversees corporate pay policy and recommends executive remuneration levels to the Board. Recommendations are based on a bi-annual external salary benchmarking report based on relevant sector comparisons.
- The Property Committee oversees the purchase of premises or accommodation for Single Homeless Project.

The Board delegates day-to-day running of the organisation to a qualified, salaried senior management team led by the Chief Executive with membership including the Director of Services, Director of Finance, IT and Facilities, Director of Human Resources and Organisational Development and Director of Business Development and Fundraising.

Statement of trustees' responsibilities

The trustees (who are also directors of Single Homeless Project for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of Single Homeless Project's affairs and of its incoming resources and application of resources, including the income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the organisation will continue in operation.

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

In so far as the trustees are aware:

- there is no relevant audit information of which Single Homeless Project's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report which includes the strategic report has been approved by the trustees on 21 July 2021 and signed on their behalf by:

Liz Rutherfoord, Secretary

3. Independent auditor's report

We have audited the financial statements of Single Homeless Project (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

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

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

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

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

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

based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

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

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

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

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

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

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

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

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

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

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

Joanna Pittman (Senior statutory auditor)
19 November 2021
for and on behalf of Sayer Vincent LLP, Statutory Auditor Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Single Homeless Project

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

For the year ended 31 March 2021

	Note	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Income from:							
Donations and legacies	2	627,768	495,397	**1,123,165**	392,140	265,720	657,860
Charitable activities							
Client services	3	31,922,583	1,248,231	**33,170,815**	25,611,789	1,313,242	26,925,031
Investments - interest receivable		924	-	**924**	6,207	-	6,207
Other sources	4	167,019	-	**167,019**	240,925	-	240,925
Fair value of net assets received on combining with Elms	5	-	1,935,047	**1,935,047**	-	-	-
Total income		32,718,294	3,678,675	**36,396,970**	26,251,061	1,578,962	27,830,023
Expenditure on:							
Raising funds	6	176,723	-	**176,723**	171,091	-	171,091
Charitable activities							
Client services	6	32,393,399	1,839,762	**34,233,161**	25,978,311	1,643,669	27,621,981
Total expenditure		32,570,122	1,839,762	**34,409,884**	26,149,402	1,643,669	27,793,072
Net income / (expenditure) for the year before transfers	7	148,172	1,838,914	**1,987,086**	101,659	(64,707)	36,951
Transfers between funds		-	-	**-**	(81,935)	81,935	-
Net movement in funds		148,172	1,838,914	**1,987,086**	19,724	17,228	36,951
Reconciliation of funds:							
Total funds brought forward		3,865,173	86,053	**3,951,225**	3,845,449	68,825	3,914,274
Total funds carried forward		4,013,345	1,924,966	**5,938,311**	3,865,173	86,053	3,951,225

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 17 to the financial statements.

Balance sheet

As at 31 March 2021

	Note	£	2021 £	£	2020 £
Fixed assets:					
Tangible assets	12		**3,367,501**		2,311,657
			3,367,501		2,311,657
Current assets:					
Debtors	13	**2,869,010**		3,574,377	
Short term deposits		**815,001**		817,294	
Cash at bank and in hand		**3,858,738**		1,145,212	
		7,542,748		5,536,884	
Liabilities:					
Creditors: amounts falling due within one year	14	**(4,471,938)**		(3,897,316)	
Net current assets			**3,070,810**		1,639,568
Creditors due after one year					
Unsecured Loan		**(500,000)**		–	
Total net assets			**5,938,311**		3,951,225
The funds of the charity:	18a				
Restricted income funds			**1,924,966**		86,053
Unrestricted income funds:					
Designated funds		**2,223,948**		2,223,948	
General funds		**1,789,397**		1,641,225	
Total unrestricted funds			**4,013,345**		3,865,173
Total charity funds			**5,938,311**		3,951,225

Approved by the trustees on 21 July 2021 and signed on their behalf by

Jon Rosser
Chair

Peter Brogden
Treasurer

Single Homeless Project

Statement of cash flows

For the year ended 31 March 2021

	Note	2021		2020	
		£	£	£	£
Cash flows from operating activities					
Net cash used in operating activities			**2,801,103**		(722,662)
Cash flows from investing activities:					
Dividends, interest and rents from investments		924		6,207	
Purchase of fixed assets		(90,795)		(274,044)	
Net cash used in investing activities			**(89,871)**		(267,837)
Change in cash and cash equivalents in the year			2,711,232		(990,499)
Cash and cash equivalents at the beginning of the year			1,962,506		2,953,005
Cash and cash equivalents at the end of the year			4,673,738		1,962,506

Analysis of cash and cash equivalents and of net debt

	At 1 April 2020	Cash flows	**At 31 March 2021**
	£	£	**£**
Cash at bank and in hand	1,145,212	2,713,526	**3,858,738**
Notice deposits (less than 3 months)	817,294	(2,294)	**815,001**
Total cash and cash equivalents	1,962,506	2,711,233	**4,673,739**

1 Accounting policies

a) Statutory information

Single Homeless Project is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 245 Grays Inn Road, London, WC1X 8QY.

b) Basis of preparation

The financial statements have been prepared in accordance with the Charities SORP FRS 102, "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)", FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Companies Act 2006.

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

The accounts have included the tangible assets for Elms at fair value at the point of acquisition.

Key judgements that SHP has made which have a significant effect on the accounts include estimating the provision for bad debts arising from arrears of rent and service charges.

c) Public benefit entity

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

d) Going concern

The Trustees consider that there are no material uncertainties about SHP's ability to continue as a going concern.

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

e) Income

Income is recognised when SHP 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 the amount can be measured reliably.

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

On receipt, donated gifts, professional services and facilities are recognised on the basis of the value of the gift to SHP which is the amount SHP 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 SHP can be measure the amount reliably; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Restricted funds are used for specific purposes set out by donors. Expenditure which meets these criteria is charged to the fund. Unspent balances are carried forward for use in future years. The purposes and uses of restricted funds are set out in the notes to the accounts.

Unrestricted funds are other incoming resources received or generated for SHP's charitable purposes.

Designated funds comprise funds which have been set aside at the discretion of the Trustees for specific purposes. The purposes and uses of designated funds are set out in the Trustees' report.

1 Accounting policies (continued)

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 SHP incurs in seeking voluntary contributions from third parties, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services to clients in accordance with SHP's charitable purposes, and their associated support costs

Expenditure includes attributable VAT which cannot be recovered.

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 functions, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

- Client services 90%
- Support and governance costs 10%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on direct costs, of the amount attributable to each activity

- Client services 100%

Governance costs are the costs associated with SHP's governance arrangements. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of SHP's activities.

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Freehold land and buildings are stated at cost with the exception of Elms assets recognised at fair value at the date of acquisition. Freehold land is not depreciated.

Movable assets and all computer hardware and software costing over £1,000 are capitalised.

Tangible assets are stated at cost less depreciation.

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

- Buildings 50 years
- Office furniture and desktop equipment 4 years
- IT laptop / portable equipment 3 years
- Hostel furniture and equipment 2 years

m) 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.

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and bank balances accessible at less than 24 hours' notice. Short term deposits are accessible at more than 24 hours' notice, but less than three months.

1 Accounting policies (continued)

o) Creditors and provisions

Creditors and provisions are recognised where SHP 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.

SHP 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.

p) Pensions

SHP operates a group personal pension scheme and an auto-enrolement pension scheme with defined employer's and employees' contributions. The pension costs charged in the accounts represent the contributions payable by SHP during the year.

2 Income from donations

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Cripplegate Foundation	–	361	**361**	–	5,000	5,000
Rent deposit grants	–	98,155	**98,155**	–	113,571	113,571
Achieving Potential	–	54,464	**54,464**	–	59,000	59,000
Project Kali	–	108,236	**108,236**	–	34,264	34,264
GreenHouse	–	36,792	**36,792**	–	8,333	8,333
SoundHouse	–	64,333	**64,333**	–	45,552	45,552
ArtsHouse	–	62,633	**62,633**	–	–	–
ELMS	–	12,418	**12,418**	–	–	–
Sodexo Fund	–	3,438	**3,438**	–	–	–
Psychotherapies	–	36,667	**36,667**	–	–	–
WCC MEAM	–	9,900	**9,900**	–	–	–
Westminster Almshouses	–	8,000	**8,000**	–	–	–
Other donations and grants	627,768	–	**627,768**	392,140	–	392,140
	627,768	495,397	**1,123,165**	392,140	265,720	657,860

3 Income from charitable activities

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Rents and service charges	10,732,801	–	**10,732,801**	10,035,029	–	10,035,029
Support service contracts:						
LB Camden	3,525,730	–	**3,525,730**	2,307,825	–	2,307,825
LB Hackney	549,842	–	**549,842**	366,727	–	366,727
LB Hammersmith & Fulham	394,634	–	**394,634**	339,240	–	339,240
LB Harringey	–		**–**	33,332		33,332
LB Islington	6,012,075	–	**6,012,075**	4,280,967	–	4,280,967
LB Lambeth	591,316	–	**591,316**	960,295	–	960,295
LB Lewisham	1,153,211	–	**1,153,211**	1,139,887	–	1,139,887
LB Newham	961,068	–	**961,068**	424,613	–	424,613
LB Redbridge	2,177,543	–	**2,177,543**	1,416,834	–	1,416,834
LB Tower Hamlets	60,993	–	**60,993**	83,874	–	83,874
LB Waltham Forest	318,925	–	**318,925**	56,924	–	56,924
LB Wandsworth	370,275	–	**370,275**	399,615	–	399,615
Royal Borough of Greenwich	1,045,967		**1,045,967**	563,904		563,904
Westminster City Council	2,902,783	–	**2,902,783**	2,250,049	–	2,250,049
National Probation Service	952,956	–	**952,956**	922,003	–	922,003
NHS Trust (PD Offender Serv)	–	–	**–**	30,672	–	30,672
LB Enfield	52,166	–	**52,166**	–	–	–
LB Havering	120,300	–	**120,300**	–	–	–
Grants:						
Big Lottery Fund	–	1,049,580	**1,049,580**	–	1,125,314	1,125,314
Sports England	–	198,652	**198,652**	–	187,928	187,928
Total income from the provision of	31,922,583	1,248,231	**33,170,815**	25,611,789	1,313,242	26,925,031

4 Income from other sources

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Sundry income	167,019	–	**167,019**	227,847	–	227,847
Student placements	–	–	**–**	13,078	–	13,078
	167,019	–	**167,019**	240,925	–	240,925

5 Incoming net assets from Elms

On 11 May 2020, Elms in Waltham Forest, a separately registered charity in England and Wales (charity number 294542) merged into Single Homeless Project. At that date Single Homeless Project acquired the net assets of Elms in Waltham Forest, including title to a freehold property, at nil consideration. The freehold property has been acquired at fair value.

The balance of these transactions is shown on the SOFA as income to represent the net effect of the transfer of assets and liabilities. The details of these transactions are listed below.

	11-May-21 £
Fixed assets:	
Property	1,175,000
Investments	–
Total fixed assets	**1,175,000**
Current assets:	
Debtors	12,418
Cash	900,445
Total current assets	**912,863**
Current liabilities:	
Creditors	152,816
Net current assets	760,047
Total incoming net assets shown on the SOFA	**1,935,047**

6a Analysis of expenditure (current year)

		Charitable activities				
	Cost of raising funds £	Client services £	Governance costs £	Support costs £	**2021 Total £**	2020 Total £
Staff costs (Note 8)	170,088	19,981,279	56,106	2,569,514	**22,776,987**	18,153,691
Housing management and services	–	3,613,217	–	–	**3,613,217**	2,436,797
Rents payable to Registered Providers	–	3,977,541	–	–	**3,977,541**	3,420,926
Other direct client service costs	–	2,648,160	–	–	**2,648,160**	2,191,798
Staff welfare, training and travel	–	107,673	–	163,834	**271,508**	271,280
Office rents, rates, energy, cleaning, repairs and services	–	419,218	–	140,373	**559,590**	830,745
Depreciation	–	–	–	209,951	**209,951**	145,650
Other support costs	6,635	–	16,481	329,813	**352,929**	342,185
	176,723	30,747,089	72,587	3,413,485	34,409,884	27,793,072
Support costs	–	3,413,485	–	(3,413,485)	**–**	–
Governance costs	–	72,587	(72,587)	–	**–**	–
Total expenditure 2021	**176,723**	**34,233,161**	**–**	**–**	**34,409,884**	
Total expenditure 2020	**171,091**	**27,621,981**	**–**	**–**		**27,793,072**

6b Analysis of expenditure (prior year)

	Cost of raising funds £	Charitable activities: Client services £	Governance costs £	Support costs £	2020 Total £
Staff costs (Note 8)	160,405	15,878,867	50,160	2,064,259	**18,153,691**
Housing management and services	–	2,436,797	–	–	**2,436,797**
Rents payable to Registered Providers	–	3,420,926	–	–	**3,420,926**
Other direct client service costs	–	2,191,798	–	–	**2,191,798**
Staff welfare, training and travel	–	221,905	–	49,375	**271,280**
Office rents, rates, energy, cleaning, repairs and services	–	720,465	–	110,280	**830,745**
Depreciation	–	–	–	145,650	**145,650**
Other support costs	10,686	–	33,222	298,277	**342,185**
	171,091	24,870,758	83,382	2,667,841	27,793,072
Support costs	–	2,667,841	–	(2,667,841)	**–**
Governance costs	–	83,382	(83,382)	–	**–**
Total expenditure 2020	**171,091**	**27,621,981**	**–**	**–**	**27,793,072**

7 Net income for the year

This is stated after charging:

	2021 £	2020 £
Depreciation	**209,951**	145,649
Operating lease rentals:		
Property	**405,581**	581,774
Other	**96,411**	112,035
Auditor's remuneration (excluding VAT)		
Audit	**14,250**	14,000

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

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	**16,333,860**	13,113,788
Redundancy and termination costs	**62,692**	–
Social security costs	**1,486,142**	1,119,464
Employer's contribution to defined contribution pension schemes	**1,052,297**	754,074
Agency staff	**3,841,995**	3,166,365
	22,776,987	18,153,691

The number of employees who received employee benefits (excluding employer pension costs) of £60,000 or more during the year was:

	2021 No.	2020 No.
£60,000 - £69,999	**2**	3
£70,000 - £79,999	**2**	1
£80,000 - £89,999	**2**	2

The highest paid employee, earned emoluments (excluding pension contributions) of £89,760. For the year ending March 2021, the highest salary to median salary ratio at SHP was 1:3.46, compared to previous year (1:3.14). SHP's gender pay gap snap shot in April 2020 shows a mean gender pay gap of -2.60% (2019-5.47%) and a median gender pay gap of -0.04% (2019-4.35%).

The total employee benefits including pension contributions and employers' NIC, of the Executive Management Team were £474,652 (2020: £426,175).

The Trustees were not paid and did not receive any other benefits from employment with SHP in the year (2020: £nil). None of the Trustees received payment for professional or other services supplied to SHP (2020: £nil).

Trustees' expenses for payment or reimbursement of travel and subsistence costs, totalling £Nil (2020: £Nil) relating to attendance at meetings of the Trustees.

9 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2021 No.	2020 No.
Raising funds	**3**	3
Providing client services	**614**	526
Support and governance	**49**	48
	666	577

10 Related party transactions

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

There are no other related party transactions to disclose for 2021 (2020: none).

11 Taxation

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

12 Tangible fixed assets

	Land and buildings £	Furniture and equipment £	**Total** **£**
Cost or valuation			
At 1 April 2020	2,003,082	740,001	**2,743,083**
Transfer of assets from Elms	1,175,000	-	
Additions in year	-	90,795	**90,795**
Disposals in year	-	(171,181)	**(171,181)**
At 31 March 2021	3,178,082	659,615	**3,837,697**
Depreciation			
At 1 April 2020	209,134	222,292	**431,426**
Charge for the year	61,354	148,597	**209,951**
Disposal for the year	-	(171,181)	**(171,181)**
At 31 March 2021	270,488	199,708	**470,196**
Net book value			
At 31 March 2021	2,907,594	459,907	**3,367,501**
At 1 April 2020	1,793,948	517,709	**2,311,657**

Land with a value of £1,458,366 (2020: £870,866) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

13 Debtors

	2021 £	2020 £
Trade debtors	1,839,207	2,826,475
Arrears of rent and service charges	449,092	469,634
Prepayments and accrued income	574,027	249,384
Staff loans	6,684	28,884
	2,869,010	3,574,377

14 Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	2,160,628	1,902,286
Taxation and social security	403,843	322,830
Other creditors	130,578	111,581
Accruals	475,828	531,409
Deferred income - see note 15	1,301,062	1,029,209
	4,471,938	3,897,315

15 Deferred income

Deferred income comprises 2021/22 contract income received in advance.

	2021 £	2020 £
Balance at 1 April	1,029,209	735,373
Amount released to income in the year	(660,383)	(366,547)
Amount deferred in the year	932,236	660,383
Balance at 31 March	1,301,062	1,029,209

16 Creditors: amounts falling due after one year

	2021 £	2020 £
Bank Loans	500,000	-
	500,000	-

The company will beging to repay the unsecured CBILS loan of £500,000 from July 2021 over a period of 5 years. The loan is free of interest in year one and an interest rate of 3.96% above the bank base rate applies from year two.

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

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	459,907	1,732,594	1,175,000	3,367,501
Net current assets	1,829,490	491,354	749,966	3,070,810
Creditors due after one year	(500,000)	-	-	(500,000)
Net assets at the end of the year	1,789,397	2,223,948	1,924,966	5,938,311

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

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	517,709	1,793,948	–	2,311,657
Net current assets	1,123,516	430,000	86,053	1,639,569
Net assets at the end of the year	1,641,225	2,223,948	86,053	3,951,226

18a Movements in funds (current year)

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	**At the end of the year £**
Restricted funds:					
Catalyst Programme	10,280	361	5,788	–	**4,853**
Rent Deposit Grants	12,049	98,155	110,038	–	**166**
GreenHouse	14,725	36,792	51,911	–	**(394)**
ArtHouse	–	62,633	62,578	–	**55**
Project Kali	–	108,236	94,258	–	**13,978**
Fulfilling Lives	34,079	1,049,580	999,736	–	**83,922**
Sport England	4,640	198,652	204,431	–	**(1,139)**
SoundHouse	–	64,333	66,141	–	**(1,808)**
Achieving Potential – Employability	10,280	54,464	64,593	–	**151**
Sodexo Fund	–	3,438	3,438		
Psychotherapies	–	36,667	34,216		**2,451**
WCC Mean	–	9,900	–		**9,900**
Westminster Almshouses	–	8,000	1,322		**6,678**
ELMS Capital Reserve	–	1,175,000	41,029		**1,133,971**
ELMS	–	772,465	100,283	–	**672,182**
Total restricted funds	86,053	3,678,675	1,839,762	–	**1,924,966**
Unrestricted funds:					
Designated funds:					
Capital reserve	1,793,948	–	–	–	**1,793,948**
Relocation/refurbishment/H&S mods costs	50,000	–	–	–	**50,000**
Information technology	75,000	–	–	–	**75,000**
Furnishings and equipment	150,000	–	–	–	**150,000**
Property maintenance	115,000	–	–	–	**115,000**
Innovation and evaluation	40,000	–	–	–	**40,000**
Total designated funds	2,223,948	–	–	–	**2,223,948**
Fair value reserve	–	–	–	–	**–**
General funds	1,641,225	32,718,294	32,570,122	–	**1,789,397**
Total unrestricted funds	3,865,173	32,718,294	32,570,122	–	**4,013,345**
Total funds	3,951,226	36,396,969	34,409,884	–	**5,938,311**

18b Movements in funds (prior year)

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	At the end of the year £
Restricted funds:					
Catalyst Programme	8,180	5,000	2,900	–	**10,280**
Rent Deposit Grants	(1,492)	113,571	100,030	–	**12,049**
GreenHouse	14,725	8,333	42,103	33,770	**14,725**
ArtHouse	–	–	58,728	58,728	**–**
Project Kali*	–	34,264	34,264	–	**–**
Fulfilling Lives	34,079	1,125,314	1,126,385	1,071	**34,079**
Sport England	4,640	187,928	159,127	(28,802)	**4,640**
SoundHouse	–	45,552	62,719	17,167	**–**
Achieving Potential – Employability	8,693	59,000	57,413	–	**10,280**
Total restricted funds	68,825	1,578,962	1,643,669	81,935	**86,053**
Unrestricted funds:					
Designated funds:					
Capital reserve	1,839,265	–	–	(45,317)	**1,793,948**
Relocation/refurbishment/H&S mods costs	10,000	–	–	40,000	**50,000**
Information technology	200,277	–	–	(125,277)	**75,000**
Furnishings and equipment	265,880	–	–	(115,880)	**150,000**
Property maintenance	203,706	–	–	(88,706)	**115,000**
Innovation and evaluation	50,335	–	–	(10,335)	**40,000**
Total designated funds	2,569,463	–	–	(345,515)	**2,223,948**
General funds	1,275,986	26,251,061	26,149,402	263,580	**1,641,225**
Total unrestricted funds	3,845,449	26,251,061	26,149,402	(81,935)	**3,865,173**
Total funds	3,914,274	27,830,023	27,793,071		**3,951,226**

Purposes of restricted funds

The Catalyst programme, funded by the Cripplegate Foundation, provides financial assistance to address isolation and to connect vulnerable Islington residents with opportunities and services.

Rent Deposit grants: The rent deposit grants were provided by the National Probation Service to facilitate the payment of rent deposits for qualifying SHP clients to enable them to access private rented accommodation.

The Green Scheme was funded bywas funded by Masonic Charitable Foundation and Tesco Bags of Help grants. It engages clients with gardening and food growing activities across a number of SHP managed properties, bringing enormous benefits for mental wellbeing, personal development and recovery.

The Arts Programme Programme was funded by our corporate partners. The programme provides a diverse and dynamic activities, that enable both a supportive entry point to the arts, and exposure to different mediums and creatives, with a view to supporting artistic development of the clients supported by SHP.

Project Kali – Housing First was funded by two major donors. Project Kali is designed to support women whose needs may not be met effectively by other services. The project aims to provide emotional and practical support to women in crisis, identifying women with multiple disadvantage who are at risk of homelessness following their release from prison.

Fulfilling Lives: funded by Big Lottery Fund as one of 10 funded areas nationally, the Fulfilling Lives Programme looks to model best practice in service delivery and through the service outcomes influence system change in the commissioning of services for people with complex needs living in Camden and Islington.

Sport England: funded to transform the lives of homeless and vulnerable people through sport and physical activity. The initiative is designed to get people more active, in order to prolong lives, improve mental and physical health and reduce isolation.

Purposes of restricted funds (continued)

Sound House: The project, funded by Youth Music is an ambitious SHP-wide music project which brings young artists and creatives together with professional musicians and producers to create new and original music and media.

Achieving Potential - Employability: The programme, funded by a corporate partner, provides our clients with a clear pathway away from our support services and into independence in their local community. It focuses on working with our clients - described as advanced on their recovery journey and contemplating ETE opportunities.

Purposes of designated funds
SHP's funds include designated funds which the Trustees have set aside out of unrestricted funds for specific purposes. These are described in the Trustees' report.

19 Reconciliation of net expenditure to net cash flow from operating activities

	2021	2020
	£	£
Net income for the reporting period (as per the statement of financial activities)	**1,987,086**	36,951
Depreciation charges	**209,951**	145,649
Increase in creditors >1 year	**500,000**	-
Dividends, interest and rent from investments	**(924)**	(6,207)
Transfer of assets from Elms	**(1,175,000)**	-
Decrease in debtors	**705,367**	(1,346,747)
Decrease in creditors	**574,623**	447,693
Net cash used in operating activities	**2,801,103**	(722,661)

20 Operating lease commitments

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

	Property		Equipment	
	2021	2020	2021	2020
	£	£	£	£
Less than one year	**218,660**	271,668	**57,868**	83,265
One to five years	**487,540**	758,180	**18,164**	76,032
Over five years	**-**	40,320	**-**	-
	706,200	1,070,168	**76,032**	159,296

21 Legal status of the charity

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

Single Homeless Project

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preventing homelessness
transforming lives

Company Limited by Guarantee Number 1741926 Registered in England
Registered Charity Number 287779