



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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## **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 Rutherford

### **Executive Management Team**

Liz Rutherford, 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

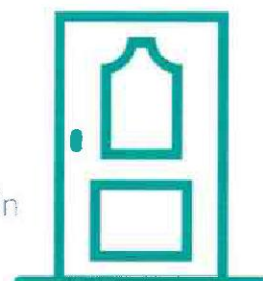


to support clients to buy key essentials

**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

**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

**94%**

of clients sustaining their tenancy for more than six months

**Over 100 Londoners**

supported through Housing First schemes



including **15 women** in our Project Kali Service



## 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 strengthened 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 through 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:

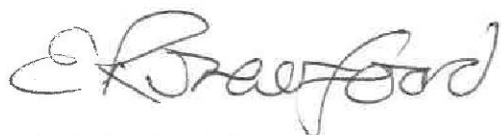
- there is no relevant audit information of which Single Homeless Project's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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 Rutherford, 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **Use of our report**

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

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



## Single Homeless Project

Draft: 13 July 2021 11:40

## 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 £
<b>Income from:</b>							
Donations and legacies	2	627,768	495,397	<b>1,123,165</b>	392,140	265,720	657,860
Charitable activities							
Client services	3	31,922,583	1,248,231	<b>33,170,815</b>	25,611,789	1,313,242	26,925,031
Investments – interest receivable		924	–	<b>924</b>	6,207	–	6,207
Other sources	4	167,019	–	<b>167,019</b>	240,925	–	240,925
Fair value of net assets received on combining with Elms	5	–	1,935,047	<b>1,935,047</b>	–	–	–
<b>Total income</b>		<b>32,718,294</b>	<b>3,678,675</b>	<b>36,396,970</b>	<b>26,251,061</b>	<b>1,578,962</b>	<b>27,830,023</b>
<b>Expenditure on:</b>							
Raising funds	6	176,723	–	<b>176,723</b>	171,091	–	171,091
Charitable activities							
Client services	6	32,393,399	1,839,762	<b>34,233,161</b>	25,978,311	1,643,669	27,621,981
<b>Total expenditure</b>		<b>32,570,122</b>	<b>1,839,762</b>	<b>34,409,884</b>	<b>26,149,402</b>	<b>1,643,669</b>	<b>27,793,072</b>
<b>Net income / (expenditure) for the year before transfers</b>	7	<b>148,172</b>	<b>1,838,914</b>	<b>1,987,086</b>	<b>101,659</b>	<b>(64,707)</b>	<b>36,951</b>
Transfers between funds		–	–	–	(81,935)	81,935	–
<b>Net movement in funds</b>		<b>148,172</b>	<b>1,838,914</b>	<b>1,987,086</b>	<b>19,724</b>	<b>17,228</b>	<b>36,951</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		3,865,173	86,053	<b>3,951,225</b>	3,845,449	68,825	3,914,274
<b>Total funds carried forward</b>		<b>4,013,345</b>	<b>1,924,966</b>	<b>5,938,311</b>	<b>3,865,173</b>	<b>86,053</b>	<b>3,951,225</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.

## Single Homeless Project

Draft: 13 July 2021 11:40

## Balance sheet

Company no. 1741926

As at 31 March 2021

	Note	£	2021 £	£	2020 £
<b>Fixed assets:</b>					
Tangible assets	12		<b>3,367,501</b>		2,311,657
			<b>3,367,501</b>		2,311,657
<b>Current assets:</b>					
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	
		<b>7,542,748</b>		5,536,884	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	14	(4,471,938)		(3,897,316)	
<b>Net current assets</b>			<b>3,070,810</b>		1,639,568
<b>Creditors due after one year</b>					
Unsecured Loan		(500,000)		-	
<b>Total net assets</b>			<b>5,938,311</b>		3,951,225
<b>The funds of the charity:</b>	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			<b>4,013,345</b>		3,865,173
<b>Total charity funds</b>			<b>5,938,311</b>		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 £	£
<b>Cash flows from operating activities</b>					
<b>Net cash used in operating activities</b>		<b>2,801,103</b>		(722,662)	
<b>Cash flows from investing activities:</b>					
Dividends, interest and rents from investments	924			6,207	
Purchase of fixed assets	(90,795)			(274,044)	
<b>Net cash used in investing activities</b>		<b>(89,871)</b>		(267,837)	
<b>Change in cash and cash equivalents in the year</b>		<b>2,711,232</b>		(990,499)	
Cash and cash equivalents at the beginning of the year		<u>1,962,506</u>		<u>2,953,005</u>	
<b>Cash and cash equivalents at the end of the year</b>		<b><u>4,673,738</u></b>		<b><u>1,962,506</u></b>	

## 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	<b>3,858,738</b>
Notice deposits (less than 3 months)	817,294	(2,294)	<b>815,001</b>
<b>Total cash and cash equivalents</b>	<u>1,962,506</u>	<u>2,711,233</u>	<b><u>4,673,739</u></b>

Notes to the financial statements

For the year ended 31 March 2021

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**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 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.



## Notes to the financial statements

For the year ended 31 March 2021

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**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-enrolment 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.



## Notes to the financial statements

For the year ended 31 March 2021

**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
	<b>627,768</b>	<b>495,397</b>	<b>1,123,165</b>	<b>392,140</b>	<b>265,720</b>	<b>657,860</b>

**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	<b>31,922,583</b>	<b>1,248,231</b>	<b>33,170,815</b>	<b>25,611,789</b>	<b>1,313,242</b>	<b>26,925,031</b>

## Notes to the financial statements

For the year ended 31 March 2021

**4 Income from other sources**

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Sundry income	167,019	–	<b>167,019</b>	227,847	–	227,847
Student placements	–	–	–	13,078	–	13,078
	<u>167,019</u>	<u>–</u>	<u><b>167,019</b></u>	<u>240,925</u>	<u>–</u>	<u>240,925</u>

**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	<u><b>1,175,000</b></u>
Current assets:	
Debtors	12,418
Cash	900,445
Total current assets	<u><b>912,863</b></u>
Current liabilities:	
Creditors	152,816
Net current assets	<u><b>760,047</b></u>
Total incoming net assets shown on the SOFA	<u><u><b>1,935,047</b></u></u>



**For the year ended 31 March 2021****6a Analysis of expenditure (current year)**

	Charitable activities				
	Cost of raising funds £	Client services £	Governance costs £	Support costs £	2021 Total £
Staff costs (Note 8)	170,088	19,981,279	56,106	2,569,514	22,776,987
Housing management and services	-	3,613,217	-	-	3,613,217
Rents payable to Registered Providers	-	3,977,541	-	-	3,977,541
Other direct client service costs	-	2,648,160	-	-	2,648,160
Staff welfare, training and travel	-	107,673	-	163,834	271,508
Office rents, rates, energy, cleaning, repairs and services	-	419,218	-	140,373	559,590
Depreciation	-	-	-	209,951	209,951
Other support costs	6,635	-	16,481	329,813	352,929
	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)	-	-
<b>Total expenditure 2021</b>	<b>176,723</b>	<b>34,233,161</b>	<b>-</b>	<b>-</b>	<b>34,409,884</b>
Total expenditure 2020	<b>171,091</b>	<b>27,621,981</b>	<b>-</b>	<b>-</b>	<b>27,793,072</b>

## Notes to the financial statements

For the year ended 31 March 2021

## 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)	-	-
<b>Total expenditure 2020</b>	<b>171,091</b>	<b>27,621,981</b>		<b>-</b>	<b>-</b>	<b>27,793,072</b>



## Notes to the financial statements

## For the year ended 31 March 2021

**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
	<b>22,776,987</b>	<b>18,153,691</b>

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 snapshot 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.

## Notes to the financial statements

## For the year ended 31 March 2021

**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
	<b>666</b>	<b>577</b>

**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 £
<b>Cost or valuation</b>			
At 1 April 2020	2,003,082	740,001	<b>2,743,083</b>
Transfer of assets from Elms	1,175,000	-	
Additions in year	-	90,795	<b>90,795</b>
Disposals in year	-	(171,181)	<b>(171,181)</b>
At 31 March 2021	<b>3,178,082</b>	<b>659,615</b>	<b>3,837,697</b>
<b>Depreciation</b>			
At 1 April 2020	209,134	222,292	<b>431,426</b>
Charge for the year	61,354	148,597	<b>209,951</b>
Disposal for the year	-	(171,181)	<b>(171,181)</b>
At 31 March 2021	<b>270,488</b>	<b>199,708</b>	<b>470,196</b>
<b>Net book value</b>			
At 31 March 2021	<b>2,907,594</b>	<b>459,907</b>	<b>3,367,501</b>
At 1 April 2020	<b>1,793,948</b>	<b>517,709</b>	<b>2,311,657</b>

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.



## Notes to the financial statements

## For the year ended 31 March 2021

## 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
	<b>2,869,010</b>	<b>3,574,377</b>

## 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
	<b>4,471,938</b>	<b>3,897,315</b>

## 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	<b>1,301,062</b>	<b>1,029,209</b>

## 16 Creditors: amounts falling due after one year

	2021 £	2020 £
Bank Loans	500,000	–
	<b>500,000</b>	<b>–</b>

The company will begin 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)
<b>Net assets at the end of the year</b>	<b>1,789,397</b>	<b>2,223,948</b>	<b>1,924,966</b>	<b>5,938,311</b>

## Notes to the financial statements

For the year ended 31 March 2021

## 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
<b>Net assets at the end of the year</b>	<b>1,641,225</b>	<b>2,223,948</b>	<b>86,053</b>	<b>3,951,226</b>

## 18a Movements in funds (current year)

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
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
<b>Total restricted funds</b>	<b>86,053</b>	<b>3,678,675</b>	<b>1,839,762</b>	<b>-</b>	<b>1,924,966</b>
<b>Unrestricted funds:</b>					
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
<b>Total designated funds</b>	<b>2,223,948</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,223,948</b>
<b>Fair value reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>General funds</b>	<b>1,641,225</b>	<b>32,718,294</b>	<b>32,570,122</b>	<b>-</b>	<b>1,789,397</b>
<b>Total unrestricted funds</b>	<b>3,865,173</b>	<b>32,718,294</b>	<b>32,570,122</b>	<b>-</b>	<b>4,013,345</b>
<b>Total funds</b>	<b>3,951,226</b>	<b>36,396,969</b>	<b>34,409,884</b>	<b>-</b>	<b>5,938,311</b>



## Notes to the financial statements

For the year ended 31 March 2021

## 18b Movements in funds (prior year)

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
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
<b>Total restricted funds</b>	<b>68,825</b>	<b>1,578,962</b>	<b>1,643,669</b>	<b>81,935</b>	<b>86,053</b>
<b>Unrestricted funds:</b>					
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
<b>Total designated funds</b>	<b>2,569,463</b>	<b>-</b>	<b>-</b>	<b>(345,515)</b>	<b>2,223,948</b>
<b>General funds</b>	<b>1,275,986</b>	<b>26,251,061</b>	<b>26,149,402</b>	<b>263,580</b>	<b>1,641,225</b>
<b>Total unrestricted funds</b>	<b>3,845,449</b>	<b>26,251,061</b>	<b>26,149,402</b>	<b>(81,935)</b>	<b>3,865,173</b>
<b>Total funds</b>	<b>3,914,274</b>	<b>27,830,023</b>	<b>27,793,071</b>		<b>3,951,226</b>

## 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 by was 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.

## Notes to the financial statements

**For the year ended 31 March 2021**

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 £
<b>Net income for the reporting period (as per the statement of financial activities)</b>	<b>1,987,086</b>	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
<b>Net cash used in operating activities</b>	<b>2,801,103</b>	(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	–	–
	<b>706,200</b>	1,070,168	<b>76,032</b>	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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Company Limited by Guarantee Number 1741926 Registered in England  
Registered Charity Number 287779

