



# Annual Report & Accounts 2022-23

company no.1741926



**Single Homeless Project**  
Preventing homelessness  
Transforming lives

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

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

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

**[www.singlehomelessproject.org.uk](http://www.singlehomelessproject.org.uk)**

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# 1. Reference and administrative information

(for the year ended 31 March 2023)

## **Charity number**

287779 (Registered in England and Wales)

## **Company number**

1741926 (incorporated in the UK)

## **Registered office and operational address**

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

## **Trustees**

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

Jon Rosser, Chair

Lindsey Chiswick BA (Hons)

Mark Fell KC

Chris Clements (resigned July 2022)

Peter Rowbottom BA (Hons) (resigned July 2022)

Peter Brogden, Treasurer

Cristina Martinez Fernandez

Nicky Boland

Ian Adams, Vice-Chair

Chinyere Ugwu

Shahron Shah

Meeta Luthra

## **Secretary**

Liz 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 ending 31 March 2023

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

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

### Objectives and activities - public benefit

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

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

### Strategic Report

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

Our business plan priorities for 2022/23 were to:

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

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

**794**  
rough  
sleepers

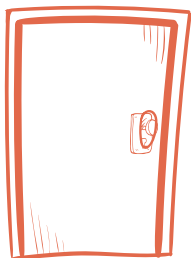
supported off the  
streets and into crisis  
accommodation



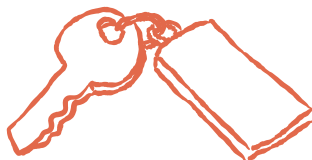
**932**  
people

experiencing multiple disadvantage  
helped through our accommodation  
services

**1,468 Londoners**



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



**Over 1,700 people**

helped into employment,  
education or  
training



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

**3,350**  
Londoners

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



We gave  
**4,482**  
people

short term advice, guidance  
and support in securing housing



**Worked with**  
**2,365 clients**



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

**589**  
young people



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

**131**  
women

provided with safe  
accommodation through  
our women's only hostels



## **Achievements and impact**

### **Londoners in crisis – off the streets and into the warmth**

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

### **Cold weather shelters**

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

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

### **Rough sleeper hubs**

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

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

## **Multiple disadvantage**

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

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

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

## **Leading the way on ending women's rough sleeping**

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

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

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

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

## **Our women-only services**

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

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

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



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

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

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

## **Revealing systemic barriers and calling for change**

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

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

### **Michelle, 45 from North London spent three and a half years sleeping rough before getting help and then coming to Single Homeless Project.**

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

## **Creating the first ever women’s census**

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

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

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

## **Making women count – a report for action**

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

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

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

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

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

## **Developing a united approach to tackling domestic abuse**

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

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

## **Making healthcare accessible for our clients**

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

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

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

## Health Project

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

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

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

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

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

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

### Client X

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

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

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

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

Over time, he began attending appointments where nursing was brought to the hostel and the stigma he had felt around his legs (including their appearance, odour and how young he was) reduced over time and he built a rapport with the team. Not having to leave the hostel, having a consistent familiar outreach nurse who knew him, and he trusted, and feeling comfortable to have honest conversations with his health worker all supported him to start focusing on his physical health needs.

Through his team - health lead, outreach drugs worker and outreach nurse - he was supported to engage with twice weekly ulcer appointments, and he began meeting with his health and drugs worker on a semi-regular basis. The team was able to present him as a referral to rehab and, with continued engagement with his physical health, the detox and rehab team agreed to accept him.

Despite a challenging time at detox with his mental health and several moves, he is now living independently and managing his physical health. His ulcers have almost healed entirely. He is training to become a peer advocate with Groundswell, a health-focused, peer-led organisation, that advocates for better access to health for people experiencing homelessness.

**Dignified dying** – Over the course of the project, participants have been diagnosed with terminal illnesses that unfortunately have seen the death of five residents. Although no treatment could be offered to these residents, the team worked with them to ensure they had the most dignified end to life as possible, placing their wants and needs at the heart of these decisions. This was seen in many forms from finding family members, to working with the palliative outreach teams who helped to secure hospice beds. Residents were able to die in the comfort of their own home in the hostel.

### **Bobby**

We got to know Bobby during the start of the pandemic when he moved into a Westminster hostel. He had struggled with alcohol addiction for over 30 years and both his physical and mental health were poor. His experience of becoming homeless and rough sleeping after a relationship breakdown saw his drinking increase and he became well known within the Westminster area. These struggles never stopped his creative side, love of nature and huge character within every hostel he lived in – making a lasting impression on the last team who supported him.

It was over the last year that he found out that, having managed advanced liver failure for some years, he had developed a large tumour in his liver. He was informed that unless his liver recompensated there would be no options of treatment, his condition would deteriorate, and he would eventually die from the tumour. Despite having been linked to a liver unit in London for many years due to stomach ulcers and liver decompensation, Bobby struggled to attend invasive appointments like gastroscopies as his alcohol use and chaotic lifestyle meant he wouldn't complete the preparation necessary. Missing these

appointments and with limited engagement with his GP, there was very little focus on how he could be supported to improve his health even with continued drinking. His jaundice was severe, he experienced seizures (which he would only occasionally report to staff), he often presented as confused and the team were unable to establish how much of this was intoxication or what the consultant was concerned would be undetected encephalopathy.

Understandably, finding out about the tumour and his drastically reduced life expectancy hit home for Bobby, especially in relation to his drinking. After a short hospital detox and then a relapse Bobby, with the support of the hostel and our health team, made a life-changing decision to stop drinking for himself and his family, with whom he had hopes of reuniting.

The health team were able to build a strong link between his hospital consultant, attending four weekly appointments to assess how his liver was recovering and to discuss any symptoms of the cancer he was experiencing. We accompanied him to every appointment and supported him to explain the news to his family as his ill health developed.

Through links with the palliative team, our health lead ensured he accessed the wrap around support that not only considered his physical health and symptom control but also gave him access to a psychologist, support for his family, a hospice for respite care and more. Sadly, he didn't get an opportunity to experience much of the palliative support as, following a heavy bleed into the tumour, he died, surrounded by family in intensive care.

Though this was a sad ending and a difficult way to watch him die, he lived such a full life in the last six months. A large part of this was due to the level of support he had around his health and, hopefully, never feeling as though he was alone in it all.

### **Improved joint working across the health sector and homelessness pathways**

Through the partnership side of the health leads jobs they have built out an extensive range of in-reach clinics and outreach specialist services. This has seen 27 services deliver health clinics within the hostels on a regular basis in areas such as GP, nursing and podiatry and four outreach services provide easy access into specialist hospital teams such as ambulatory care allowing for a bypass of A&E wait times. Through doing so major barriers clients face such as waiting times, being spoken for not to, substance misuse, digital exclusion and lack of communication between health and homeless services have been removed.

### **Bringing a voice to the issue**

Over the last two years we've worked to ensure the programme is as co-produced as possible and that clients have a say and a voice in their health care. To ensure this is carried through into the calls for action we've formed partnerships with others across the sector to keep clients voices at the centre of their care. These included Crisis call for action around defining integrated health, Marie Curie ECHO on palliative and homelessness and The Healthy London Partnerships. Through doing so we have brought six client's stories to the front of the partnership work we are undertaking and brought Single Homelessness Project to the front of this advocacy work.

### **Specialist health care for rough sleepers in Westminster**

Our Health First Cluster incorporated within our King George's Hostel in Westminster has continued to provide 10 bespoke bed spaces of respite accommodation with wrap-around health care for eight weeks for people rough sleeping with deteriorating health needs. Initiated in April 2020, further RSI 5 funding in 2022 secured its continuation through to 2025.

This highly effective specialist health care provision for Rough Sleepers in Westminster, which includes three bed spaces for clients with No Recourse to Public Funds (NRPF), has further



advanced its Multi-Disciplinary Team approach of working with two GP practices to include specialist services such as palliative care. Substance use and mental health partner agencies that also work with clients on site. Our team works directly with street outreach teams to begin interventions with rough sleepers pre-emptively on the streets rather than waiting to respond reactively to health emergencies.

In 2022/3, the Health First Cluster worked with 43 clients, 36 (84%) of whom have had positive outcomes in terms of health treatment and move on to accommodation. As a result of its success, and positive impact and outcomes, London Borough of Westminster has adopted our Health First Cluster model elsewhere in services within the Westminster Rough Sleepers Accommodation Pathway.

## **Home from Hospital service in Islington**

Our hospital discharge service, now known as Home from Hospital, is small in scale, but large in impact. The service works with residents of Islington who are inpatients but are ready for discharge and prevented from doing so due to a housing issue. Issues might be lack of heating, the housing being uninhabitable due to neglect or the need of repairs and basic maintenance. Although the issues may be minor, the failure to deal with them can cause prolonged stays in hospital and the inevitable bed blocking. It also impacts on the recovery of the individuals, who tend to recover more rapidly and comprehensively at home. The service now covers all hospitals that discharge into Islington and has seen a significant increase in demand over the past year due to promotion and improved links with adult social care staff. The pressures on the NHS are very familiar to all and services such as this, albeit relatively small, help to alleviate some of that pressure by speeding up discharge and ensuring that clients do not return to hospital unnecessarily.

We worked with 180 people last year, helping every single client to maintain their accommodation and supported them with a range of essential things like blitz cleaning, carrying out repairs, and installing equipment.

## **Preventing homelessness**

### **Single Homeless Prevention Service**

Our Single Homeless Prevention Service (SHPS) supports people who are homeless or at risk of homelessness who do not meet the Local Authority's priority need threshold but who are still entitled to support through The Homelessness Reduction Act. In partnership with Bridges Fund Management, we deliver the SHPS Service in Enfield, Islington, Waltham Forest and, most recently, Hackney.

The success of the service is broken down into three elements:

- Personal Housing Plans – we work with each client to develop a housing plan that responds to their individual needs, including those related to education, training and employment. We discuss with clients what is realistic and achievable including moving into private rented accommodation or where staying in their existing accommodation is an option. In October 2022 we reached the milestone of the 1,000<sup>th</sup> person we completed a Personal Housing Plan with.
- Housing outcome – we work with our local authority partners to agree targets around achieving housing outcomes for our clients. 75% of the clients we develop a Personal Housing Plan with go on to achieve a positive housing outcome.

- Sustainment – in order to ensure that clients are supported into accommodation that is sustainable, we also agree targets in relation to sustainment with each local authority we work with. Currently 86% of the people we achieve a housing outcome for sustains this for eight months or more.

The SHPS services are proving an effective intervention for the local authorities where we work. We continue to explore how the service can support a wider client group and have recently launched a service to support families who are placed in temporary accommodation by Enfield Council. This service will share the same approach as our other SHPS services, i.e., agreeing a housing plan with the family, with success being measured on the family sustaining their tenancy.

## **Tenancy Support Team – the first year**

We celebrated the first anniversary of the Tenancy Support Team on 31st March 2023. The service provides housing related support to those who previously slept rough and have now moved to accommodation which was ringfenced as part of the original Rough Sleepers Initiative. The service, which is a significant contract commissioned by the GLA, provides accommodation to around 3,000 people across London, with Single Homeless Project supporting 1,250 people in North London.

Within the first three months, we established contact with all 1,159 clients, 60+ housing providers and identified all those whose tenancies were at risk of eviction. At the end of the first year, we helped 99% of our client to sustain their tenancy. Where we were unable to rescue a tenancy, we supported clients into alternative and often higher support accommodation to reduce the risk of a return to the streets.

Within six months of service delivery, we had remodelled the team to reflect the geographical spread of the service, dedicating a team to each region – North East, North Central and North West London. We created a dedicated Welcome Team to ensure that all new clients have a consistent experience, assessment of need, tenancy sign-up, and setting up of utility and bill payments. Similarly, the service has a dedicated Move-on team which is responsible for providing Move-on support to those who are ready for longer term independent accommodation.

As well as helping 66% of our clients to reduce debt and arrears, we supported 90% of clients to maximise their income through benefit application and / or access to employment opportunities. Every single client was successfully registered with health services.

In October, we took over a pre-existing Tenancy Support service for people who had moved out of hostels and into Private Rented accommodation but who subsequently were experiencing difficulties living independently. This service is also funded by the GLA. The nature of the needs of the clients using the service at the point we took it over appear to result from the scale of move on that took place from 'Everyone in'. To help the GLA better understand the client experience and how this service needs to operate to best effect in the future, we have commissioned a piece of research on behalf of the GLA and in partnership with Thames Reach, our TST Partners in the South of London. This Research is being undertaken by Homeless Link and is due to report in 2023/24.

## **Homelessness prevention services in the community**

Our large, multidisciplinary tenancy sustainment services in Islington and Westminster have seen an expansion in their reach over the past year due to the addition of specialist teams. Our expert teams helped 2,191 people to stay in their own place, preventing homelessness. Both local authorities have access to funding streams such as RSI 5 and have chosen to focus on specific groups in need and to build on the successful models operated by these services. Much of this

reflects the legacy of the pandemic and the work that was started during this period such as housing people from temporary accommodation into settled accommodation.

Westminster has seen the expansion of the very successful PRS work that was started during the pandemic and moves clients on from the hotels and temporary accommodation where they were housed during the 'Everyone In' programme. This work has been highly commended by DHLUC and Eddie Hughes, Housing Minister at the time. Islington has a similar team, the Assessment and Reconnection Team, that work to move people into PRS accommodation from temporary housing and also work to support hospital discharge clients who are homeless at the point they leave hospital. This service has recently been nominated for a 'Mark of Excellence' award by members of the NHS Trust for its success with positive moves into the private rented sector, 100% of tenancies sustained, improved physical and mental health including access to treatment, reduction in substance misuse and improved financial inclusion.

Both services have also seen the continued funding of the Accommodation for Ex-offenders' services, and in the case of Islington, this has now been expanded to cover Camden as well. The services ensure that prison leavers have access to settled accommodation and support and, as a consequence the likelihood of re-offending is significantly reduced.

The past year has also seen the establishment of the Changing Futures programme, in Westminster. This is a three-year, national programme that is focussed on multiple disadvantage and systems change. We deliver the Assertive Outreach service, delivering support to treatment resistant drinkers and vulnerable adults on the Churchill Estate.

In addition, the Westminster service has been chosen to deliver the Substance Misuse Assertive Outreach service. The funding comes from the Housing Support Grant allocated by the Office for Health Improvement and Disparities and will help local areas test targeted housing support interventions and learn what effect they have on recovery outcomes.

These services demonstrate what an effective platform the floating support services can be for developing interventions that go beyond the traditional prevention offer, working with more vulnerable individuals who are homeless or housed in temporary and unstable situations.

## **Young people**

Over the past year, our services have continued to grow in Lewisham. In April 2022, we opened a new site for 18+ Care Leavers as the need for an additional specialist accommodation and support service was identified by Social Services Commissioning.

In 2022/2023 across our young people services, we supported a total of 589 young people who were either homeless or leaving care through a range of high and low supported accommodation, semi-independent living and in our floating support service.

We have had a sustained approach to improving the standards of accommodation and ensuring young people can experience a sense of what home could be by ensuring they have a say in designing their rooms and communal spaces. Seven corporate volunteer days have helped to transform communal spaces, keeping services light, fresh and energised.

Our current clients, who were 14-15 at the time of the pandemic have experienced significant impact on their educational attainment, seen an increase in family breakdowns and in mental health concerns. This has contributed to an increase in the number of young people aged 16-17 under the care of Social Services and needing to be placed in safe and supportive accommodation away from home.

84% of the young people we worked with moved on in a planned way, an increase from previous years.

### **Young people and co-production**

In September we created a screen-printing studio in one of our Lewisham services and hosted a 16-week programme where young people engaged in producing a variety of art pieces. We organised and hosted an exhibition at Deptford Does Art where the produced works were displayed for sale. 10 young people were involved in the organisation of the exhibition, including marketing and advertising, setting up on the day, producing and selling the artwork and performing their own music.

One of our young people co-produced our newly redefined safeguarding training for staff to help us keep up to date with current trends and pattern changes in the risks young people face. As a former client, their experiences have been pivotal to shaping the content and ensuring our staff have real life examples to learn from, directly from a young person's perspective.

### **Education, training and employment**

66% of the young people we worked with last year were supported to complete goals in education, training and employment, including sustaining progress for a prolonged period.

We helped one of our young clients (aged 17) to realise his goal of being the first in his family to go to university. We supported him to apply to different universities, write a personal statement and request references. We were so proud of him when he was accepted into a university in Scotland and moved out of the housing pathway. Happily, we were also able to help him secure the much-needed maximum financial support available.

This young person is one of many who has been supported into ETE in the past year and continues to sustain this independently.

## **Adding value and impact to our contracted work**

### **Opportunities Programme**

We provide creative and collaborative activities and opportunities for our clients to help them build and sustain trusting relationships and supportive social networks, explore and achieve their interests and goals. Our programmes also create opportunities within mainstream arts and cultural institutions for our clients, often with a view to creating more formal learning, participation and training.

1,003 people used and benefitted from our Opportunities programme last year across 13 London Boroughs.

There were many highlights over the year including:

#### **ArtHouse**

This year at ArtHouse, we engaged 202 people over 223 sessions, running activities on screen printing, ceramics, jewellery-making, carpentry, filmmaking, lino-cut printing, fine art & sculpture, and textiles.

We held two brilliant events showcasing work from our successful Creative Industries Project: a celebratory event at the Old Diorama and a music event and art sale of our Young People's music and print studio users at Deptford X community arts festival.

Our ceramic Life Plaques Project supported people to reflect on death and dying through creativity. We presented the poignant work created by the groups at the new Death Festival at Brighton University and celebrated alongside other fantastic ArtHouse work in our end of year exhibition at Greenwich University.

Our storytelling-music collaboration with NW Live Arts culminated in two sold-out performances at The Foundling Museum and Swiss Cottage Library.

We are delighted to announce our upcoming weekly arts residency for the whole year at The Tate Modern. 2023/4 promises to be an exciting year!

### **GreenHouse**

Our camping trips and new 'Exploring Self in Nature' workshops afforded clients a break from the norm, the opportunity to connect with nature as a way of personal discovery and growth, and a new way of connecting for clients and staff. GreenHouse worked with 188 participants over 294 sessions.

### **SoundHouse**

We are very proud to announce our new SoundHouse partner, The Joe Strummer Fund. This is a joint undertaking between the Joe Strummer Estate and Single Homeless Project to support the aim of engaging artists and creatives with experience of homelessness to create new and original music and media.

With such aligned goals and philosophies, we know that this partnership is the best way to build on the valuable work SoundHouse and the Joe Strummer Foundation has achieved and continue building upon Joe's legacy.

### **Sport Project**

Our Sport Project completed work on its second National Lottery grant via Sport England. The funding enabled accessible physical activity for all adult ages in addition to the project's initial specialist focus on over-55s. We increased women's participation in sport by 86% through specific programmes and partnerships including Solace Women's Aid. We formally influenced the homelessness and sports sectors with our 'Physical Activity for All' programme. We developed 'Start-up' sports kit bags and toolkits and delivered webinars, advocating for the value of sport as a vehicle for change and sharing our expertise on how to develop inclusive programmes.

We delivered 701 sessions to 249 individuals and held our annual organisational sports day with participating teams from services across London. 81% of participants said they reduced their level of inactivity with 92% of participants identifying improved physical health and 89% improved mental health.

The project was well recognised for its achievements and good practice with awards for; Eloise Moller who won the 'This Girl Can' Grassroots Sportswoman of The Year (Sunday Times Sports Awards), Jordan Bedford, who won the Community Coach of the Year – Adults Supported by Sport England (UK Coaching Awards) and the project as a whole winning the Community Impact Award (London Sport Awards).

We were successful in launching young people's activity programmes through a grant from the NFL Foundation UK. We also restarted our cycling maintenance/ ride out project with monies from TFL. We are now focused on securing financial support for the adult programme to sustain this programme for our clients into the future.



## **Therapy services**

### **East London Counselling Service (ELCS)**

At the end of this year, we took the difficult decision to close the ELCS. Very much a 'head over heart' decision based on the current financial landscape, the lack of opportunities to secure funding for therapies work outside of the mainstream contracted statutory provision, and the need to focus on our more specialist in-house therapy services.

The service was very much valued and effective with 76% of people showing a positive measured improvement and 92% feeling satisfied or very satisfied with the service. ELCS will close in June 2023, and we thank all those who've helped shape it and use it.

### **Our In-House Therapy Service**

Our in-house Therapy Service works with people usually excluded from mainstream talking therapies. We provide access and value for people struggling with historic and ongoing complex trauma. The service had a good year delivering 753 sessions, with 70% of users showing measured positive improvement in their mental health, 77% 'feeling they had someone to turn to for support when needed' and 52% 'feeling they were more able to cope when things went wrong for them'.

The service was also successful in securing funding for specialist formal therapy and psychoeducational provision for our Young People's services and we look forward to co-producing that in 2023/24.

Across both services we worked with 301 people offering predominantly one-to-one support as well as open access art therapy group provision.

## **Achieving Potential**

Our Achieving Potential programme provides our clients with opportunities to enter different forms of education, training, volunteering and employment. This can be a crucial step in leaving homelessness for good and we are committed to offering a variety of pathways for those that want this. Over the past year, we have supported over 1,700 clients with their goals in this area, with 350+ entering employment and over 750 completing education and training courses. Over 75% of those entering employment remained in work for the full contract length or over six months. We continue to support our clients once they're in employment and this is a key factor behind these successful results.

Our clients face significant barriers when it comes to accessing employment, education or training. Our micro-grant scheme helps to address some of financial barriers holding our clients back. In the past year, we supported over 500 clients with £10k worth of grant for things like ID, equipment, clothing, travel costs and IT equipment.

There has been a significant focus on improving our clients 'access to' and 'ability to use' different types of IT equipment. We launched our new accredited 8-week Digital skills course, which led to over 50 clients gaining new skills and a qualification, as well as a laptop (to keep) following a generous donation from Bupa. In addition to this, we launched an internal laptop-rental scheme and provided reconditioned smart phones utilising external donations and an internal redistribution of old models used by our staff. In 2023/24, we look forward to launching our new Digital Inclusion strategy.

Our popular accredited Peer Mentoring programme ensured that 'lived experience' is embedded into service delivery and we celebrated as 40 clients graduated as volunteer peer mentors. They will all go on to use their experiences and stability to support and guide others. The programme also opens opportunities into paid employment at Single Homeless Project. 10 ex-clients secured permanent roles at our charity in 2022/23.

We held two 'Options & Opportunities Fairs' last year. We hosted 20 different organisations and companies, offering exclusive, ring-fenced opportunities to our clients that had been brokered by the team. These events led to 80 clients entering some form of education, training or employment with many placed within the hospitality industry.

Single Homeless Project registered as an Approved Learning Centre with AQA's 'Unit Award scheme' which recognises learning and success and has ensured we have accredited over 100 different courses delivered internally. Over 250 clients have benefited from this scheme, which often acts as a starting point and catalyst for further learning. Clients have gained accreditations in courses including Digital music creation, Managing Money online, Peer mentoring skills and Introduction to Microsoft Office programmes.

## Our fundraising

In 2022/2023, we secured £1.36m income from a wide range of Trusts, Foundations, corporate partners, individual supporters, and high value donors. Despite a challenging year caused by the cost-of-living crisis negatively affecting our supporters and donors, and the significant changes to the funding criteria introduced by several Trusts and Foundations, we achieved the forecasted annual income which has supported the aim of growing and expanding the projects and programmes that meet the unmet needs of our clients.

Breakdown of funds secured:

1. Trusts and Foundations – 41%
2. Corporate donations – 32%
3. Digital Fundraising and Events – 8%
4. Individual Donations – 12%
5. Major Donors – 7%

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

### Addressing the unmet needs of our clients

**The Opportunities and Health Programmes** are solely funded through Trusts, Foundations and voluntary income. The growth, reach and increased impact of the programme wouldn't be possible without the support and funding provided by: Sport England, KKR Foundation, Youth Music, BUPA UK Foundation, London Housing Foundation, The Hospice UK, NFL Foundation, Tesco Community Grants, JAC Trust, TfL Walking and Cycling Grants, Islington United Charities, Alpkitt Foundation, Barclays Community Football Club, The Nicol Family Charitable Fund and Cripplegate Young Grant Makers.

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

## **Project Kali**

The continued generosity from our Major Donors has enabled us to continue to deliver this innovative service for women who experience homelessness and have a history of offending.

## **The emergency grants programme**

Thanks to the ongoing support from our individual donors, we distributed 890 grants to clients who lacked necessities such as photo IDs, clothing, mobile phones, food and energy vouchers and move-on packs which enabled our clients to furnish their new homes. Our ongoing partnerships with the Society for the Relief of Distress, Qsix, Westminster Almshouses and Cripplegate Foundation also enabled us to access further support for our clients, providing grants for immediate support as well as support their employability journeys.

## **Our corporate partners**

In 2022/2023, we have been privileged to sustain most of our existing corporate partnerships and extended several of them longer than initially anticipated. These include Workspace, The Value Engineers, 2CV, Qsix, Vixio, LinkedIn, CAMA, KKR, Euromonitor, The Brewery, CPB London, Heath Kane, and JTI. We also established new partnerships with Capco, Carlyle, CFC Underwriters, Deltra Group, Edmonds Elder, Frontiers, MediaHub, Mondrian, Nexthink, North Highland, OKTA, OSTTRA, Pact Coffee, and The Last Bunch.

## **Appeals and events**

**Annual Christmas appeal** - Our 2022 Christmas appeal, "Give a Home for Good" raised £330,000 of unrestricted funds which was a 113% increase in comparison with the previous year. The funds raised has helped us support more clients into independence and to provide:

- Christmas dinner funding for 956 clients staying at our accommodation services
- 956 gifts and Christmas vouchers for the clients in our hostels
- 100 food vouchers for the most in need supported by our Floating Support services
- Decorations to 43 hostels and 200 volunteers to support the activities

**Challenge events** - In 2022-2023, we saw 169 individuals taking part in skydives, half marathons and the London Marathon raising over £122,000. A particular highlight was the Royal Parks Half Marathon where over 80 people decided to choose Single Homeless Project as their charity to run and raise vital funds to help end homelessness in London.

## **Volunteering and non-cash donations**

In 2022-2023, we received support from 457 volunteers who helped us deliver ongoing activities for the clients, spruce-up our hostels and green spaces and support our colleagues in preparing Christmas meals for the people who we support.

Thanks to the generosity of our partners CAMA, Wrap-Up London, The Felix Project, Bombas, Hitachi Solutions, OSSTRA, Sebby's Corner, Brewin Dolphin and 200 Aldersgate we were able to support our clients with donated clothing, sanitary products, furniture and food.

We are incredibly grateful for the support we received from a wide range of companies, foundations, trusts, groups and individuals who provided us with one-off donations, or long-term support towards our work.

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

The Fundraising Team members attended Safeguarding Adults and Safeguarding Children and Young People obligatory training. Our supporter and donor data is GDPR compliant and all the

consent options and privacy statements are regularly reviewed. In 22/23 there was one complaint received which related to the changes of the donation pages on the Single Homeless Project website. The complaint was resolved to the satisfaction of the complainant. There have been no failures to comply with the Code of Fundraising Practice. Our adherence to the Code of Fundraising Practice sets out the main ways we ensure that we protect vulnerable people and members of the public from unreasonable or unwanted behaviour.

## Our influencing

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

- Urgent Government leadership and action to end women's rough sleeping
- An increase in Local Housing Allowance and a proportionate raise in the benefit cap to give Londoners a fair chance and stop thousands more being forced into homelessness.

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

### Calling for systemic change to help women rough sleeping

Since the women's rough sleeping census took place in October 2022, we have been using the findings and recommendations of the report to call for changes to the way that women's rough sleeping is responded to. Together with our partners in the census team, we wrote a letter to the Minister for Rough Sleeping, outlining two key asks:

1. That the Government require all local authorities to submit annual data on women's rough sleeping using the new and more accurate data collection practice demonstrated by the census,
2. That the Government produce guidance to support local authorities to take a best practice approach to data collection, outreach and access to accommodation for women experiencing rough sleeping.

The letter was co-signed by over 30 cross sector organisations. At time of writing, DLUHC have agreed to the ask about best practice guidance and are considering their response to the first ask.

Whilst we engage the Government in further conversations about supporting/mandating these changes, we are planning the next pan-London census for 2023. We will build on the learning of last year and engage even more boroughs, sectors and organisations in the process.

On a more local level, four Local Authorities in London have agreed to pilot the census's approach to supporting women experiencing rough sleeping, adopting a new, gender informed definition of rough sleeping, which will enable women to access support and accommodation without having to be seen bedded down to be "verified." The census' recommendations have also influenced CHAIN, who have agreed to add indoor places such as cafes and libraries to the list of places where people can be verified as rough sleeping by outreach teams, in recognition of the fact that women often sleep/shelter in these places for safety.

In terms of national influence, our Head of Multiple Disadvantage is co-leading on one of the Women's Housing Movement's priorities around better data capture for women's rough sleeping – sharing the findings and recommendations of the census with other areas who wish to try out the census and improve their response to women's rough sleeping. We have also worked closely with the Office for National Statistics to feed learning from the census into a new piece of work they have commissioned to measure women's hidden homelessness.

## **Tackling major economic drivers of homelessness in London**

In December 2022, we released new analysis showing that one Londoner is forced into homelessness every 10 minutes. To draw attention to this shocking statistic, we unveiled a surreal installation under Camden Lock bridge, designed to remind us that everyone deserves a home for good - especially at Christmas.

We called for the Government to increase the Local Housing Allowance and raise the benefit cap proportionately to help Londoners pay their rent and stay in their own homes. The Local Housing Allowance determines the amount of your rent which can be covered by benefits.

The benefit cap puts an overall limit on the amount that people can claim. For Londoners, who pay the highest rental rates in the UK and must rely on inadequate Local Housing Allowance, it means most of their benefits are swallowed up by rent and they aren't left with much to survive on for the rest of the month.

Our calls were featured in national media, and we plan to continue highlighting the practices and policies we believe need to change to build the right environment for everyone in our city to thrive.

## **Our people**

All the outcomes for our clients described in this report were achieved through hard work by our fantastic people. At the end of the year, there were 847 of them, including 585 employees and a bank of 262 locum workers.

2022/23 has been a challenging year for our workforce and for Single Homeless Project as an employer. The high rate of inflation over the year has reduced the value of staff salaries so that they have experienced the cost-of-living crisis themselves as well as striving to support clients through it. At the same time, in a post-Brexit, post-COVID employment market, we have not been able to attract and retain staff by increasing salaries anywhere near the rate of inflation. We know from our networks that this experience is not unique and our homeless sector colleagues report similar challenges in the areas of recruitment and retention and salary inflation.

In response to this, we have progressed our work to make Single Homeless Project a more inclusive and positive environment for people to develop their skills and careers so that we can retain and get the best from our great people. We have published new policies and procedures including a Trans Inclusion Policy and a Responding to Discriminatory Abuse & Hate Crime Procedure.

We have expanded our efforts to recruit and train people who are new to our sector. We have also protected places for black staff on two separate management development programmes (one to support staff into management and one to develop existing managers) to address the current under-representation of Black staff in management posts.

All of this was informed by recommendations emerging from the results of staff surveys conducted in the year by our staff Equality, Diversity and Inclusion networks. Across the year we also recruited 39 trainees who have never worked in our sector before into a structured trainee programme to give them the knowledge, skills and experience to work independently with our clients and build a fulfilling career with us. During the year, we also reviewed and replaced the pension scheme in place for all our staff to improve everyone's retirement savings.



## Financial review

### Results for 2022/23

In 2022/23 Single Homeless Project's turnover was £38.9m (2022: £37.1m). The increase is attributable to the funding for services set up to support rough sleepers including a women's respite service, and an expansion of services for young people.

Income from our fundraising activities was lower during 2022/23 both in respect of unrestricted and restricted funds.

The result shows an overall surplus of £191k i.e. unrestricted surplus of £269k (2022: overall surplus of £100k, unrestricted surplus £277k) and restricted deficit of £78k (2021: deficit of £177k). This is a positive position and we have continued to build on this during 2022/23 and aim to continue the positive trend in future years. The result also includes the impact of an inflationary increase to staff salaries as well as the increase to the London Living Wage.

During the year to increase efficiency and improve the way we work, we continued to invest in our infrastructure. We introduced Microsoft Dynamics 365 (CRM) during the year to manage the helpdesk for all our central departments, creating and ending tenancies for our clients with e-signature facility, staff establishment management and expense processing.

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

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

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

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

Despite the challenging environment, Single Homeless Project's financial position remains strong, with year-end reserves of £6.2m (2022: £6.0m). Of these, £1.7m are restricted (2022: £1.7m). Cash

and short-term deposits amounted to £3.2m (2022: £4.2m), whilst lower than last year, the position includes repayment the balance of the £500k CBILS loan (2022: £433k) which we completed early to avoid rising interest costs.

### Key financial performance indicators

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

- **Surplus: 0.87** (2022: Surplus 0.8%) Unrestricted surplus as a percentage of unrestricted turnover; a measure of financial sustainability over the long term. Target break-even. This is above target, a planned improvement in comparison to the previous year.
- **Overheads: 12.2%** (2022: 11.6%) Central Overheads (re-charged to projects/services) as a percentage of total costs. A key efficiency indicator used by donors and funders. Target: below 15%. Target below 15%.
- **Staff expenditure: 100%** (2022: 104%) Actual expenditure against budget. Target 100% of budget. This is the largest single element of Single Homeless Project's expenditure. Whilst agency and locum staff covering vacant posts have still been a factor, we have been able to stay within budget for staff costs in 2022/23. **Income vs budget: -1.07%** (2022: 1.7%) The extent to which turnover falls short of (or exceeds) budget. Target 1%. Whilst turnover is slightly below budget, savings in expenditure still helped achieve a higher than budgeted surplus.

### Reserves policy

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

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

At the year-end, **general reserves amounted to £2.4 m (2022 - £2.1 m).**

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

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

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

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

- **Furnishings and equipment** - this reserve, which currently stands at £150k is for the replacement of old or damaged furnishings and equipment in our residential accommodation. Funds in this reserve are based on expected replacement costs and are expended when furniture and equipment need replacing.
- **Property maintenance** – currently standing at £115k, this reserve is for essential works to our properties which will not be met by the property owners. Funds are transferred based on expected cyclical maintenance costs and unplanned future repairs, and are expended as repair costs are incurred.
- **Innovation and evaluation** –this fund, currently £40k, is for the improvement of our services, to try out and evaluate new approaches to service delivery, and to streamline our processes to meet the needs of the future.
- **Asset cover for funds** - Note 16 sets out an analysis of the assets attributable to the various funds. These assets are sufficient to meet Single Homeless Project's obligations on a fund by fund basis.

### **Principal risks and uncertainties**

In the last year, the Trustees re-assessed the risks to which Single Homeless Project is exposed. The most significant of these continue to be the loss of revenue, leading to financial instability; serious incidents leaving staff or clients at risk of injury; and any serious incident or service failure leading to reputational damage. We have quantified the risks by considering their probability and impact and as a result, have been able to delegate responsibility to senior staff to ensure controls are in place to manage them.

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

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

# Streamlined Energy & Carbon Reporting Disclosure

## Methodology used

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

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

<b>GHG emissions and energy use data for the period:</b>	<b>Current reporting year (2022/23) UK &amp; offshore</b>	<b>Last reporting year (2021/22) UK &amp; offshore</b>	<b>% Change Current year to Last year.</b>
Total Gross Scope 1 & 2 (tCO <sub>2</sub> e)	505.87	558.95	-9%
Total Scope 1, 2 & 3 (tCO <sub>2</sub> e) (Scope 3 = Greyfleet & Electricity Transmission & Distribution)	505.87	558.95	-9%
Total kgCO <sub>2</sub> e	505,874.36	574,241.23	-12%
Intensity Metric (Gross Scope 1&2): tCO <sub>2</sub> e/£m turnover	13.00	15.53	-16%
Scope 1 & 2 UK Energy Consumption (kWh)	2,722,827	2,922,064	-7%
Scope 3 (Greyfleet, T&D) Energy Consumption (kWh)	0	0	0%
Market Based Scope 2 Consumption (kWh)	816,376.00	813,928.00	0%
Market Based Scope 2 Emissions (tCO <sub>2</sub> e)	0	0	0%
Total Gross Scope 1 & 2 - Market Based (tCO <sub>2</sub> e)	348.00	386.13	-10%
Total UK Energy Consumption (kWh)	2,722,827	2,922,064	-7%

Energy Efficiency actions undertaken during reporting year:

- Replacing inefficient lighting with energy saving bulbs or LED.
- Reduced thermostat set points by 1°C. Restricting maximum temperature to 21°C.
- Set computer energy saving settings.
- Promoting energy awareness training among staff and residents.

## Future plans and ambitions

We will build on the notable achievements over the last year, always prioritising the needs of our clients, but continuing to focus on SHP's long-term sustainability.

Our priorities for year three of our five-year strategy are:

### **Promoting and campaigning on the demands set out in our 'Making women Count' report**

We will build on the success of last year, influencing the Government to address the systemic inequalities creating barriers to women accessing support and housing and engaging even more boroughs, sectors and organisations in the process.

### **Improving our gender informed services for women experiencing multiple disadvantages**

We want to ensure a consistently safe and high standard of service offer to women using our hostels, providing routes away from violence, aggression, and exploitation in all its forms. We will do this by achieving Domestic Abuse Housing Alliance (DAHA) accreditation by June 2024, producing internal guidance for safe spaces in mixed gender hostels and increasing uptake of Clearing House accommodation by women.

### **Health**

We have already demonstrated how essential health navigation and primary health in-reach in hostels is to meet the chronic health needs of people who are homeless. In the next year, we need to find new funding to sustain our work and continue to find solutions for those clients with additional unmet care needs. We will continue to work with Healthy London Partnership (NHS) and our key Borough Commissioners to both highlight the need in services and to make the case to fund services at the right level and in the right way.

### **Ofsted registration**

Preparations for Ofsted registration in some of our young people schemes will continue. This includes changes and improvements to the accommodation, training our staff, and developing the governance requirements. Our aim is to complete the registration process by July 2023, ready for inspection from 2024.

### **Expanding our Single Homeless Prevention Service (SHPS)**

We are very likely to see an increase in people at risk of homelessness in the coming year. We will continue to work with local authorities to support them to deliver their statutory duty under the Homeless Reduction Act as this is critical to preventing homelessness. In partnership with Bridges Fund Management, we are ambitious to work with even more boroughs to prevent homelessness, or to find accommodation for those who face imminent homelessness.

### **Digital inclusion for our clients**

In 2023/24, we look forward to launching our new Digital Inclusion strategy. We will ensure that our clients, particularly those most disadvantaged, have the skills, confidence and motivation, to function digitally, and have access to equipment and connectivity.

### **Ensuring SHP's long-term sustainability**

The cost-of-living pressures continue, impacting the lives of our clients and staff as well as our operating costs - pressures experienced by all providers in the homelessness sector. Local authorities do not have the central Government funding they need to keep pace with inflation, and this has become particularly evident recently. As a result, contract income has not kept pace with cost-of-living increases, which has left us unable to raise staff pay adequately. Despite this, we are determined to ensure our services are sustainable, our clients continue to receive the quality support they deserve, and we can get to a position where we can pay staff fairly. We will review



our business model and ensure that we have the most efficient structures in place suitable to manage the current financial environment.

## Structure, governance and management

### Governance

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

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

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

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

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

The Board has adopted the Charity Governance Code and are committed to continuous improvement, and implementation of the seven principles,

### Organisational structure

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

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

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

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

### Remuneration policy for key management personnel

SHP's Pay Policy lays out the following steps for setting pay for roles in SHP:

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

Currently, SHP's current target benchmark position is the median position.

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

### **Statement of trustees' responsibilities**

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

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

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

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

In so far as the trustees are aware:

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

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

### **Auditor**

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

The trustees' annual report which includes the strategic report has been approved by the trustees on 19 July 2023 and signed on their behalf by:



Liz Rutherford, Secretary

### 3. Independent auditor's report

#### Opinion

We have audited the financial statements of Single Homeless Project (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a fair view and true state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended.
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

#### Basis for opinion

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

#### Conclusions relating to going concern

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

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

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

#### Other Information

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

misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

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

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

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

### **Responsibilities of trustees**

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

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

### **Auditor's responsibilities for the audit of the financial statements**

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

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

### **Capability of the audit in detecting irregularities**

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

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

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](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)

21 July 2023

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON,  
EC1Y 0TL

## Single Homeless Project

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

For the year ended 31 March 2023

	Note	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
<b>Income from:</b>							
Donations and legacies	2	526,603	652,001	1,178,604	674,189	814,786	1,488,975
Charitable activities							
Client services	3	36,656,951	670,830	37,327,781	34,016,758	1,223,135	35,239,893
Investments – interest receivable		50	–	50	50	–	50
Other sources	4	390,602	–	390,602	414,926	–	414,926
<b>Total income</b>		<b>37,574,206</b>	<b>1,322,831</b>	<b>38,897,038</b>	<b>35,105,923</b>	<b>2,037,921</b>	<b>37,143,844</b>
<b>Expenditure on:</b>							
Raising funds	6	318,472	–	318,472	214,976	–	214,976
Charitable activities							
Client services	6	36,783,417	1,604,136	38,387,553	34,613,768	2,214,990	36,828,758
<b>Total expenditure</b>		<b>37,101,889</b>	<b>1,604,136</b>	<b>38,706,025</b>	<b>34,828,744</b>	<b>2,214,990</b>	<b>37,043,734</b>
<b>Net income / (expenditure) for the year before transfers</b>	7	472,317	(281,305)	191,012	277,179	(177,069)	100,110
Transfers between funds		(209,314)	209,314	–	(839)	839	–
<b>Net movement in funds</b>		<b>263,003</b>	<b>(71,991)</b>	<b>191,012</b>	<b>276,340</b>	<b>(176,230)</b>	<b>100,110</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		4,289,685	1,748,736	6,038,421	4,013,344	1,924,966	5,938,311
<b>Total funds carried forward</b>		<b>4,552,688</b>	<b>1,676,745</b>	<b>6,229,433</b>	<b>4,289,685</b>	<b>1,748,736</b>	<b>6,038,421</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

Balance sheet

Company no. 1741926

As at 31 March 2023

	Note	£	2023 £	£	2022 £
<b>Fixed assets:</b>					
Tangible assets	11		3,045,285		3,201,832
			<u>3,045,285</u>		<u>3,201,832</u>
<b>Current assets:</b>					
Debtors	12	4,251,865		3,703,847	
Short term deposits		15,001		15,001	
Cash at bank and in hand		3,156,374		4,227,174	
		<u>7,423,240</u>		<u>7,946,022</u>	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	13	(4,239,091)		(4,676,099)	
				<u>(4,676,099)</u>	
<b>Net current assets</b>			<u>3,184,149</u>		<u>3,269,923</u>
<b>Creditors due after one year</b>					
Unsecured Loan		-		(433,333)	
				<u>(433,333)</u>	
<b>Total net assets</b>			<u>6,229,433</u>		<u>6,038,421</u>
<b>The funds of the charity:</b>	17a				
Restricted income funds			1,676,744		1,748,736
Unrestricted income funds:					
Designated funds		2,142,678		2,183,313	
General funds		2,410,010		2,106,372	
		<u>4,552,688</u>		<u>4,289,685</u>	
<b>Total unrestricted funds</b>			<u>4,552,688</u>		<u>4,289,685</u>
<b>Total charity funds</b>			<u>6,229,433</u>		<u>6,038,421</u>

Approved by the trustees on 19 July 2023 and signed on their behalf by



Jon Rosser  
Chair



Peter Brogden  
Treasurer

# Single Homeless Project

## Statement of cash flows

For the year ended 31 March 2023

### Reconciliation of net income to net cash flow from operating activities

	2023 £	2022 £
Net income for the reporting period (as per the statement of financial activities)	191,012	100,110
Depreciation charges	174,143	210,585
Dividends, interest and rent from investments	(50)	(50)
Transfer of assets from Elms	–	–
(Increase) / Decrease in debtors	(548,018)	(834,837)
(Decrease) / Increase in creditors	(437,007)	204,161
<b>Net cash used in operating activities</b>	<b>(619,919)</b>	<b>(320,031)</b>

	Note	2023 £	£	2022 £	£
<b>Cash flows from operating activities</b>					
<b>Net cash used in operating activities</b>			<b>(619,919)</b>		<b>(320,031)</b>
<b>Cash flows from investing activities:</b>					
Dividends, interest and rents from investments		50		50	
Purchase of fixed assets		(17,596)		(44,916)	
<b>Net cash used in investing activities</b>			<b>(17,546)</b>		<b>(44,866)</b>
<b>Cash flows from financing activities:</b>					
Repayments of borrowing		(433,333)		(66,667)	
<b>Net cash (used by) / provided by financing activities</b>			<b>(433,333)</b>		<b>(66,667)</b>
<b>Change in cash and cash equivalents in the year</b>			<b>(637,465)</b>		<b>(364,897)</b>
Cash and cash equivalents at the beginning of the year			4,242,174		4,673,738
<b>Cash and cash equivalents at the end of the year</b>			<b>3,171,375</b>		<b>4,242,174</b>

### Analysis of cash and cash equivalents and of net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	4,227,174	(1,070,800)	3,156,374
Notice deposits (less than 3 months)	15,001	–	15,001
<b>Total cash and cash equivalents</b>	<b>4,242,174</b>	<b>(1,070,800)</b>	<b>3,171,375</b>

**1 Accounting policies**

**a) Statutory information**

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

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

**b) Basis of preparation**

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

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

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

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

**c) Public benefit entity**

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

**d) Going concern**

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

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

**e) Income**

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

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

**f) Donations of gifts, services and facilities**

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

**g) Interest receivable**

Interest on funds held on deposit is included when receivable and SHP can be measure the amount reliably; this is normally upon notification of the interest paid or payable by the bank.

**h) Fund accounting**

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

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

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

**1 Accounting policies (continued)**

**i) Expenditure and irrecoverable VAT**

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

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

Expenditure includes attributable VAT which cannot be recovered.

**j) Allocation of support costs**

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

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

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

- |                   |      |
|-------------------|------|
| ● Client services | 100% |
|-------------------|------|

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

**k) Operating leases**

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

**l) Tangible fixed assets**

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

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

Tangible assets are stated at cost less depreciation.

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

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

**m) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

Prepayments are valued at the amount prepaid net of any trade discounts due.

**n) Cash at bank and in hand**

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

**1 Accounting policies (continued)**

**o) Creditors and provisions**

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

SHP only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**p) Pensions**

SHP operates a group personal pension scheme and an auto-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.

# Single Homeless Project

## Notes to the financial statements

For the year ended 31 March 2023

### 2 Income from donations

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Cripplegate Foundation		1,542	1,542	–	4,500	4,500
Achieving Potential		97,784	97,784	–	164,750	164,750
Project Kali		93,826	93,826	–	85,000	85,000
GreenHouse		33,943	33,943	–	80,402	80,402
SoundHouse		44,000	44,000	–	84,641	84,641
ArtsHouse		18,755	18,755	–	117,478	117,478
Sodexo Fund		–	–	–	6,562	6,562
Psychotherapies		71,795	71,795	–	98,103	98,103
Westminster Almshouses		15,350	15,350	–	10,330	10,330
Health Programme		275,007	275,007	–	163,020	163,020
Other donations and grants	526,603		526,603	674,189	–	674,189
	<b>526,603</b>	<b>652,001</b>	<b>1,178,604</b>	<b>674,189</b>	<b>814,786</b>	<b>1,488,975</b>

### 3 Income from charitable activities

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Rents and service charges	12,927,504		12,927,504	11,394,691	–	11,394,691
Support service contracts:						
LB Camden	4,278,631		4,278,631	3,660,549	–	3,660,549
LB Hackney	887,480		887,480	882,298	–	882,298
LB Hammersmith & Fulham	517,201		517,201	455,636	–	455,636
LB Islington	6,299,541		6,299,541	7,336,868	–	7,336,868
LB Lambeth	912,672		912,672	889,836	–	889,836
LB Lewisham	1,296,694		1,296,694	1,143,047	–	1,143,047
LB Newham	212,754		212,754	434,024	–	434,024
LB Redbridge	2,035,404		2,035,404	2,513,908	–	2,513,908
LB Tower Hamlets			–	–	–	–
LB Waltham Forest	273,673		273,673	409,500	–	409,500
LB Wandsworth	508,811		508,811	369,876	–	369,876
Royal Borough of Greenwich	1,055,731		1,055,731	1,019,182		1,045,967
Westminster City Council	2,628,744		2,628,744	2,390,728	–	2,390,728
National Probation Service	742,590		742,590	910,174	–	910,174
Royal Borough of Kensington and Chelsea	136,366		136,366	122,509	–	122,509
LB Enfield	26,486		26,486	–	–	–
LB Havering	174,484		174,484	83,932	–	83,932
GLA	1,742,186		1,742,186	–	–	–
Grants:						
Big Lottery Fund		492,092	492,092	–	1,080,029	1,080,029
Sport Programme		178,738	178,738	–	143,106	143,106
Total income from provision of client services	<b>36,656,951</b>	<b>670,830</b>	<b>37,327,781</b>	<b>34,016,758</b>	<b>1,223,135</b>	<b>35,266,678</b>

## Single Homeless Project

### Notes to the financial statements

For the year ended 31 March 2023

#### 4 Income from other sources

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Sundry income	390,602	–	390,602	414,926	–	414,926
	390,602	–	390,602	414,926	–	414,926



# Single Homeless Project

## Notes to the financial statements

For the year ended 31 March 2023

### 5a Analysis of expenditure (current year)

	Cost of raising funds £	Charitable activities Client services £	Governance costs £	Support costs £	2023 Total £	2022 Total £
Staff costs (Note 8)	259,457	22,477,098	39,807	3,368,455	26,144,817	24,781,379
Housing management and services	–	5,242,410	–	–	5,242,410	4,982,876
Rents payable to Registered Providers	–	3,870,556	–	–	3,870,556	3,656,421
Other direct client service costs	–	1,936,081	–	–	1,936,081	1,820,022
Staff welfare, training and travel	–	97,607	–	210,081	307,688	353,064
Office rents, rates, energy, cleaning, repairs and services	–	328,510	–	286,727	615,237	893,659
Depreciation	–	–	–	174,144	174,144	210,586
Other support costs	59,015	–	23,520	332,559	415,094	345,727
	318,472	33,952,261	63,327	4,371,965	38,706,025	37,043,734
Support costs	–	4,371,965	–	(4,371,965)	–	–
Governance costs	–	63,327	(63,327)	–	–	–
<b>Total expenditure 2023</b>	<b>318,472</b>	<b>38,387,553</b>	<b>–</b>	<b>–</b>	<b>38,706,025</b>	
Total expenditure 2022	214,976	36,828,758	–	–	37,043,734	37,043,734

# Single Homeless Project

## Notes to the financial statements

### For the year ended 31 March 2023

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

	Cost of raising funds £	Charitable activities Client services £	Governance costs £	Support costs £	2022 Total £
Staff costs (Note 8)	198,115	21,587,834	38,158	2,957,272	24,781,379
Housing management and services	–	4,982,876	–	–	4,982,876
Rents payable to Registered Providers	–	3,656,421	–	–	3,656,421
Other direct client service costs	–	1,820,022	–	–	1,820,022
Staff welfare, training and travel	–	149,825	–	203,239	353,064
Office rents, rates, energy, cleaning, repairs and services	–	333,263	–	560,396	893,659
Depreciation	–	–	–	210,586	210,586
Other support costs	16,861	–	23,100	305,766	345,727
	214,976	32,530,241	61,258	4,237,259	37,043,734
Support costs	–	4,237,259	–	(4,237,259)	–
Governance costs	–	61,258	(61,258)	–	–
<b>Total expenditure 2022</b>	<b>214,976</b>	<b>36,828,758</b>	<b>–</b>	<b>–</b>	<b>37,043,734</b>

## Single Homeless Project

### Notes to the financial statements

#### For the year ended 31 March 2023

#### 6 Net income for the year

This is stated after charging:

	2023 £	2022 £
Depreciation	174,143	210,585
Operating lease rentals:		
Property	1,163,083	983,642
Other	54,444	67,682
Auditor's remuneration (excluding VAT)		
Audit	17,150	14,950

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

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	19,466,323	18,942,278
Redundancy and termination costs	49,114	5,760
Social security costs	1,873,959	1,705,518
Employer's contribution to defined contribution pension schemes	1,306,275	1,211,399
Agency staff	3,449,145	2,916,424
	26,144,817	24,781,379

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

	2023 No.	2022 No.
£60,000 – £69,999	3	4
£70,000 – £79,999	3	3
£80,000 – £89,999	2	1
£90,000 – £99,999		1

The highest paid employee, earned pre-salary sacrifice emoluments (excluding pension contributions) of £93,386. For the year ending March 2023, the highest salary to median salary ratio at SHP was 1:3.36, compared to previous year (1:3.46). SHP's gender pay gap snap shot in April 2022 shows a mean gender pay gap of -3.6% (2021-2.53%) and a median gender pay gap of -5.39% (2021- 0.00%).

The total employee benefits including pension contributions and employers' NIC, of the Executive Management Team were £491,916 (2022: £491,140).

The Trustees were not paid and did not receive any other benefits from employment with SHP in the year (2022: £nil). None of the Trustees received payment for professional or other services supplied to SHP (2022: £nil).

Trustees' expenses for payment or reimbursement of travel and subsistence costs, totalling £Nil (2022: £Nil) relating to attendance at meetings of the Trustees.

# Single Homeless Project

## Notes to the financial statements

### For the year ended 31 March 2023

#### 8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2023 No.	2022 No.
Raising funds	6	5
Providing client services	710	719
Support and governance	80	71
	<u>796</u>	<u>795</u>

#### 9 Related party transactions

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

There are no other related party transactions to disclose for 2023 (2022: none).

#### 10 Taxation

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

#### 11 Tangible fixed assets

	Land and buildings £	Furniture and equipment £	Total £
<b>Cost or Deemed cost</b>			
At 1 April 2022	3,178,082	604,400	3,782,482
Additions in year	–	17,596	17,596
Disposals in year	–	(76,214)	(76,214)
At 31 March 2023	<u>3,178,082</u>	<u>545,782</u>	<u>3,723,864</u>
<b>Depreciation</b>			
At 1 April 2022	331,710	248,940	580,650
Charge for the year	61,222	112,921	174,143
Disposal for the year	–	(76,215)	(76,215)
At 31 March 2023	<u>392,933</u>	<u>285,647</u>	<u>678,578</u>
<b>Net book value</b>			
At 31 March 2023	<u>2,785,149</u>	<u>260,135</u>	<u>3,045,285</u>
At 1 April 2022	<u>2,846,372</u>	<u>355,460</u>	<u>3,201,831</u>

Land with a value of £1,458,366 (2022: £1,458,366) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

# Single Homeless Project

## Notes to the financial statements

For the year ended 31 March 2023

### 12 Debtors

	2023 £	2022 £
Trade debtors	2,955,446	2,527,749
Arrears of rent and service charges	814,944	706,833
Prepayments and accrued income	468,075	463,367
Staff loans	13,399	5,898
	<u>4,251,865</u>	<u>3,703,847</u>

### 13 Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	1,988,732	2,099,591
Taxation and social security	–	447,155
Other creditors	111,098	137,208
Accruals	1,034,882	940,318
Deferred income – see note 14	1,104,380	1,051,827
	<u>4,239,091</u>	<u>4,676,099</u>

### 14 Deferred income

Deferred income comprises 2022/23 contract income received in advance.

	2023 £	2022 £
Balance at 1 April	1,051,827	1,301,062
Amount released to income in the year	(683,001)	(932,236)
Amount deferred in the year	735,554	683,001
Balance at 31 March	<u>1,104,380</u>	<u>1,051,827</u>

### 15 Creditors: amounts falling due after one year

	2023 £	2022 £
Bank Loans	–	433,333
	<u>–</u>	<u>433,333</u>

The company has fully repaid the unsecured CBILS loan of £500,000 from July 2021. The loan was free of interest in year one and an interest rate of 3.96% above the bank base rate applied from year two, however this has been repaid in full.

### 16a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	260,135	1,712,678	1,052,147	3,024,961
Net current assets	2,149,875	430,000	624,597	3,204,471
Net assets at the end of the year	<u>2,410,010</u>	<u>2,142,678</u>	<u>1,676,744</u>	<u>6,229,433</u>

# Single Homeless Project

## Notes to the financial statements

For the year ended 31 March 2023

### 16b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	355,460	1,753,313	1,093,059	3,201,832
Net current assets	2,184,245	430,000	655,677	3,269,922
Creditors due after one year	(433,333)	–	–	(433,333)
<b>Net assets at the end of the year</b>	<b>2,106,372</b>	<b>2,183,313</b>	<b>1,748,736</b>	<b>6,038,421</b>

### 17a 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	7,070	1,542	1,542	–	7,070
GreenHouse	(1,831)	33,943	71,536	39,424	–
ArtHouse	(2,318)	18,755	124,585	108,149	–
Project Kali	18,771	93,826	93,826	–	18,771
Fulfilling Lives	(4)	492,092	400,504	(91,584)	–
Sport Programme	(45,449)	178,738	198,633	65,344	–
SoundHouse	–	44,000	96,907	52,907	–
Achieving Potential – Employability	11,886	97,784	137,530	27,860	–
Sodexo Fund	–	–	6,385	6,385	–
Psychotherapies	(635)	71,795	71,989	829	–
WCC Mean	9,667	–	–	–	9,667
Westminster Almshouses	4,028	15,350	10,124	–	9,254
Health Programme	10,413	275,007	279,628	–	5,792
ELMS Capital Reserve	1,093,059	–	40,912	–	1,052,147
ELMS	644,079	–	70,036	–	574,043
<b>Total restricted funds</b>	<b>1,748,736</b>	<b>1,322,831</b>	<b>1,604,136</b>	<b>209,314</b>	<b>1,676,744</b>
<b>Unrestricted funds:</b>					
Designated funds:					
Capital reserve	1,753,313	–	–	(40,635)	1,712,678
Relocation/refurbishment/H&S mods costs	50,000	–	–	–	50,000
Information technology	75,000	–	–	–	75,000
Furnishings and equipment	150,000	–	–	–	150,000
Property maintenance	115,000	–	–	–	115,000
Innovation and evaluation	40,000	–	–	–	40,000
<b>Total designated funds</b>	<b>2,183,313</b>	<b>–</b>	<b>–</b>	<b>(40,635)</b>	<b>2,142,678</b>
<b>Fair value reserve</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>General funds</b>	<b>2,106,372</b>	<b>37,574,206</b>	<b>37,101,889</b>	<b>(168,679)</b>	<b>2,410,010</b>
<b>Total unrestricted funds</b>	<b>4,289,685</b>	<b>37,574,206</b>	<b>37,101,889</b>	<b>(209,314)</b>	<b>4,552,688</b>
<b>Total funds</b>	<b>6,038,420</b>	<b>38,897,038</b>	<b>38,706,025</b>	<b>–</b>	<b>6,229,433</b>

## Single Homeless Project

### Notes to the financial statements

For the year ended 31 March 2023

#### 17b 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	4,853	4,500	2,283	–	7,070
Rent Deposit Grants	166	–	–	(166)	–
GreenHouse	(394)	80,402	81,839	–	(1,831)
ArtHouse	55	117,478	119,851	–	(2,318)
Project Kali	13,978	85,000	80,207	–	18,771
Fulfilling Lives	83,922	1,080,029	1,163,955	–	(4)
Sport Programme	(1,139)	143,106	187,416	–	(45,449)
SoundHouse	(1,808)	84,641	82,833	–	–
Achieving Potential – Employability	151	164,750	153,015	–	11,886
Sodexo Fund	–	6,562	7,567	1,005	–
Psychotherapies	2,451	98,103	101,189	–	(635)
WCC Mean	9,900	–	233	–	9,667
Westminster Almshouses	6,678	10,330	12,980	–	4,028
Heal Health Programme	–	163,020	152,607	–	10,413
ELMS Capital Reserve	1,133,971	–	40,912	–	1,093,059
ELMS	672,182	–	28,103	–	644,079
<b>Total restricted funds</b>	<b>1,924,966</b>	<b>2,037,921</b>	<b>2,214,990</b>	<b>839</b>	<b>1,748,736</b>
<b>Unrestricted funds:</b>					
Designated funds:					
Capital reserve	1,793,948	–	–	(40,635)	1,753,313
Relocation/refurbishment/H&S mods costs	50,000	–	–	–	50,000
Information technology	75,000	–	–	–	75,000
Furnishings and equipment	150,000	–	–	–	150,000
Property maintenance	115,000	–	–	–	115,000
Innovation and evaluation	40,000	–	–	–	40,000
<b>Total designated funds</b>	<b>2,223,948</b>	<b>–</b>	<b>–</b>	<b>(40,635)</b>	<b>2,183,313</b>
<b>General funds</b>	<b>1,789,397</b>	<b>35,105,923</b>	<b>34,828,744</b>	<b>39,796</b>	<b>2,106,372</b>
<b>Total unrestricted funds</b>	<b>4,013,345</b>	<b>35,105,923</b>	<b>34,828,744</b>	<b>(839)</b>	<b>4,289,685</b>
<b>Total funds</b>	<b>5,938,311</b>	<b>37,143,844</b>	<b>37,043,734</b>	<b>–</b>	<b>6,038,420</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 GreenHouse programme was funded by BUPA UK Foundation, Swire Charitable Trust and Chapman Trust. The programme engages clients with gardening and food growing activities across a number of SHP managed gardens and allotments, bringing enormous benefits for mental wellbeing, personal development and recovery.

□

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

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

The Sport Programme funded by Sport England, transforms the lives of people experiencing homelessness through sport and physical activity. The initiative is designed to get people more active, in order to prolong their lives, improve mental and physical health and reduce isolation.



The Therapies programme funded by Cloudesley, provides in-house therapy and counselling for the clients across various SHP services.

Purposes of restricted funds (continued)

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

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

Young People support services – funded by Workspace and LandAid, provided funding for the Youth Opportunities Coordinator post and ETE and wellbeing activities supporting young people’s activities across our hostels, as well as, enabled us to refurbish the kitchen space in one of our Young People’s hostels in Greenwich.

□ Achieving Potential the employability programme, funded by Qsix, Tideway, Nationwide Foundation and Paddington Development Trust (ESF), provides our clients with a clear pathway away from our support services and into independence in their local community. It focuses on working with our clients – described as advanced on their recovery journey and contemplating ETE opportunities.

□ Fulfilling Lives: funded by Big Lottery Fund as one of 10 funded areas nationally, the Fulfilling Lives Programme looks to model best practice in service delivery and through the service outcomes influence system change in the commissioning of services for people with complex needs living in Camden and Islington.

Purposes of designated funds

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

18 Operating lease commitments

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

	Property		Equipment	
	2023	2022	2023	2022
	£	£	£	£
Less than one year	227,030	248,030	–	17,197
One to five years	391,663	218,933	–	–
Over five years	47,520	–	–	–
	666,213	466,963	–	17,197

19 Legal status of the charity

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

20 Post balance sheet event

The property held on Park Road Leyton sold on 3 July 2023 for £530,000.

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

**[www.shp.org.uk](http://www.shp.org.uk)**  
**T: 0204 509 8300**  
**E: [info@shp.org.uk](mailto:info@shp.org.uk)**



**Single  
Homeless  
Project**

Registered Charity Number: 287779  
Company Limited by Guarantee Number 1741926