

About Us

The Connection at St Martin's, located next to Trafalgar Square, is a homeless charity providing a range of specialist services under one roof, which support more rough sleepers away from the streets than any other service in the UK. We are so much more than a soup kitchen. We help people address their homelessness and make the necessary steps away from the streets so they can re-enter society and live fufilling lives again.

Mission

- To prevent rough sleeping by working with people at risk of street homelessness
- To help people get off the streets quickly
- To continue trying to achieve this with those who are long term street homeless
- To help people who have been homeless to lead fulfilling independent lives

Vision

To end street homelessness in London.

Public Benefit

All our charitable activities focus on ending street homelessness and are undertaken to further our charitable purposes for the public benefit.

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Introduction from our Chief Executive

Even if you don't work in the homelessness sector you're bound to have been aware of the very visible rise in rough sleepers in England over the last year. The City of Westminster, where we operate, has been most affected by this surge and we're now seeing up to 350 people on the streets on any given night, whereas not so long ago it was nearer 100.

The majority of rough sleepers we're helping have long standing and deep rooted issues, which often stem from childhood and can range from physical or emotional abuse, mental health problems through to growing up in care or having spent time in prison. These ingrained issues, combined with cuts to social welfare and diminishing mental health provision, have aggravated the problem and left many vulnerable people exposed to rough sleeping.

With accommodation options in short supply in London we are investigating the possibility of establishing a scheme to make the private rented sector more accessible for people. We're also investing in our existing housing scheme, Building Prospects, by appointing a co-ordinator who will provide more support to former rough sleepers struggling with their tenancies. The post will also link people into our employment and training service so people have a higher chance of finding work and living independently.

With less external support services available for rough sleepers we're focusing energy on how we can do more with our existing services to get the best results for our clients. We've been undertaking a large piece of work to evaluate our services in lines with a Psychologically Informed Environment.

What this means is thinking about ways we can adapt our service, and how we work with clients, so that people are emotionally supported and feel motivated to make positive changes. It's a holistic approach, with strategies which also help staff cope with the emotional demands of working with a vulnerable client group. Our staff are one of our greatest assets and continuing to properly support them remains paramount.

Many obstacles lie ahead in terms of reducing rough sleeping. It'll require sufficient funding from central government, and a co-ordinated response from specialist services which focus on addressing the root causes of homelessness, combined with solutions to the housing shortage. While these challenges are very real, we are extremely thankful to be in a position of good financial stability thanks to our supporters who contribute so much, and we hope will continue to do so in the future.

Colin Glover
Chief Executive

Over the last year we have been working towards five goals, which will be reported on throughout this document.

Goal: Support clients to gain computer skills and become digitally literate

A large proportion of our clients lack digital literacy, which is a necessary skill for every aspect of life and independent living. We'll be piloting a twice weekly workshop in the main activity room of the building to introduce clients to online digital technology through fun and informal workshops. The sessions will use training software called 'Learn My Way', which is suitable for people working at different levels, and enables people to continue learning in their own time. These workshops will introduce people to the benefits of using online technology in everyday life, and encourage people to build on their skills by accessing our Workspace training programmes, which provide more formal IT qualifications.

Goal: Become a Psychologically Informed Environment (PIE)

We will be reviewing every aspect of the service and adopting a therapeutic framework which will enhance how we relate to clients, with complex needs, promoting behavioural change. The framework will include a variety of techniques from adjusting the physical environment, through to encouraging staff reflection on their work with clients in both one-to-one and group work sessions.

God: Develop and expand Step Up client volunteering programme

- We will be developing our successful in-house client volunteering programme by rolling it out in more areas of the organisation, which will provide homeless people who are not yet work ready with a supported introduction to the working world in a safe environment
- We are consulting with clients to find out what skills they are looking to learn. This will influence future placement opportunities. We will be better linking the programme into our Education, Training & Employment Service, so that on completion, people are signed up to achieve further training or employment outcomes

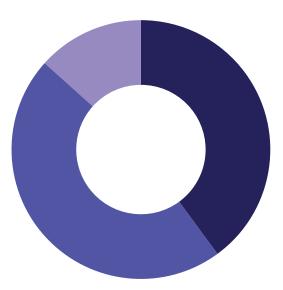
God: Expand our reach and influence

- Looking for opportunities to expand service delivery both on and off site
- Working in partnership with other organisations to improve our services
- Using our experience to influence policy and practice

Goal: Invest in organisational improvements

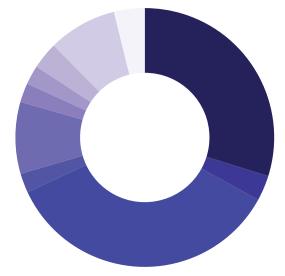
- Running a service night and day, seven days a week throughout the
 year takes its toll on the fabric of the building. In 2008 the building
 benefited from a renovation and refurbishment and we will be investing
 in maintaining the building so that it continues to be fit for purpose in
 supporting homeless people away from the streets
- The way technology is used in society has changed significantly so over the next two years we will be taking a step forward in the way we use and support clients' use of technology
- Improved technology will enable staff to be more effective in their work and better enable clients to play their part in society, supporting a life away from the streets
- Investing in staff development is a priority and regular training will be provided on a regular basis so staff can develop their skills, but also keep their knowledge and working practices at the forefront of best practice

Our work in numbers from last year



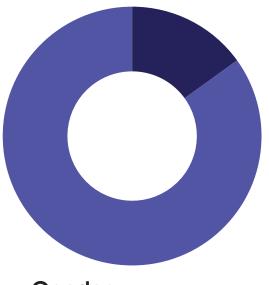
Area of origin

- 40% UK
- 47% Outside of UK (Europe)
- 13% Outside of UK (non- Europe)



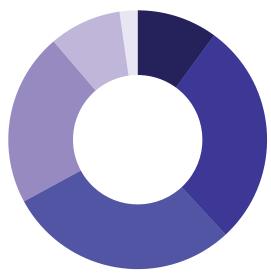
Ethnicity

- 30% White British
- 3% White Irish
- 36% White Other
- 2% Mixed parentage
- 9% Black or Black British African



Gender

- 85% Male
- 15% Female



Age

- 10% under 25
- **28%** 26 35
- **29%** 36 45
- 22% 46 55
- 9% 56 65
- 770 00 00
 - 2% over 66
- 2% Black or Black British -Caribbean
- 2% Black or Black British Other
- 3% Asian or Asian British
- 9% Gypsy/Romany/Irish Traveller
- 4% Other

The Day Centre

Health Support

Onsite NHS nurse, GP and podiatrist, emotional support and signposting

Groups and Activities:

Digital Literacy Spiritual Space, Gambling Group, Bike Maintenance Workshops, Mindfulness, Anger management, Women's group and more. On average our Day Centre sees 139 clients every week day including 5 new clients every day

Facilities

Cafe, Computers, Laundry, Showers, Lockers and Art Room

Our kitchen serves over

200 hot meals every single day

49 1 clients attended

790 groups sessions over the course of last year

Support

Provides advice, finds suitable accommodation, reconnects people home, provides mental health support, helps people at risk of homelessness, helps people who are newly homeless, helps people that have returned to homelessness and private rental sector (PRS) scheme

This year our Advice and Housing team assessed

972 clients

They referred

82

clients into hostels or accommodation

Advice and Housing

22

clients were supported into accommodation in the private rental sector

Supported housing services

We have two housing projects which provide varying support for ex-homeless clients in need of affordable housing:

St Martin's House: 16 bed supported housing project in Clapham specifically for former rough sleepers who have complex needs including mental health, substance misuse or physical health problems, and need extra help maintaining their accommodation.

Building Prospects: shared semi-permanent accommodation for people who have low support needs and are work ready, but have struggled to find affordable private rented accommodation.

Case Study: Annabel

Annabel has lived at St. Martin's House for two years now, she's come a long way in that time, thanks to the support and guidance she has there. Before she came to St. Martin's House she was struggling with alcohol addiction and had abandoned her family and home. However in the last two years she has beaten her addiction and is now doing really well:

"But if I didn't have this place, and as a consequence to all this, my children, you know I see them pretty much every single day. My ex-husband, who I physically couldn't look in the eye, it was just horrendous; he is now my best friend in the whole world. Every single day to me, every single day is amazing. And I've been here for this amount of time and if I didn't have this place to come to when I came out of rehab there was no way, I can absolutely hand on heart tell you I wouldn't have survived two or three days. I would have gone straight back out and because of my physical state I would have been dead. But I had this place to come back to, Lynn and Matthew, Lynn in particular has been amazing. Absolutely, I talk to her and she's got that sort of, she's quite lateral in her thinking and she's really kind, she's brilliant."

"If I still require support, which I do, sort of, every now and then (I can access it). Yeah it helps me manage my money, it's like I have to go down and do this. It's just a sort of a structure. Living here give me the most important thing of all. Piece of mind. I feel safe. I know that if there is a problem in any worst of a way. Although I've got a lot of friends and family living here makes me feel secure. I can lock the door. Everyone is nice to each other. I just don't have to worry about a thing and right now, at this stage in my recovery, that's really important."

48
clients attended
employability workshops

Support

Qualified Careers
Advisors, support
with finding work,
post-employment
support, and certified
computer courses

clients completed a certfied IT course

This year Workspace assessed

677 clients

Workspace

Clients were supported into

112 paid jobs

42 clients were supported into volunteering

220

clients were provided with smart clothing for job interviews or work placements



Goal: Supporting clients to gain computer skills and become digitally literate

Employment and training is key to independent living and remains an effective route out of homelessness. The importance and success of our own Workspace services is clearly evidenced on page 11, however, many of our clients still lack basic digital skills and this is becoming increasingly apparent as more and more services move online (GP appointments, benefit queries and claims etc.).

Digital inclusion is about overcoming challenges linked to lack of skills, access, motivation and trust. This year in a bid to engage and up-skill more clients we have introduced a series of digital skills taster sessions delivered from our main activities room - a glass panelled room adjacent to the main reception area which all clients pass through en route to other services in the building. The idea being that passers-by can easily drop-in, have a chat and have a go in an informal and fun learning environment. Capturing the interest of more resistant or apprehensive clients who perhaps are not confident enough to access more formal training delivered in our designated IT training suites.

In October we launched a new pilot, Better Connected, and up until 31 March this year, 200+ clients with little or no digital skills have benefitted from twice weekly run digital taster sessions (34 in total), taking part in games & quizzes, learning how to set up email accounts, use tablets, create digital art etc.

We are now also a registered UK Online Centre, working alongside some 500 other centres across the country, supporting digital skills attainment amongst groups with little or no digital skills. The membership has given us access to a broad range of on-line learning packages called 'Learn My Way', with modules such as 'setting up online banking', 'how to be safe online' and 'how to job search', being used extensively by our clients. Increased digital skills have also enabled some clients to reconnect with family members through social media

For the year ahead, we are looking to develop the programme further, so that more emphasis is placed on continued learning with clients actively signposted to Workspace.

On average our Outreach
Workers engage with

20

rough sleepers every shift

Support:

Proactive street
support to rough
sleepers, provides
an immediate
response, encourages
engagement, reduces
numbers of people
sleeping rough

Proactive Outreach

1153

clients were reconnected back to their home area

Our Outreach team supported

2531

rough sleepers last year with

50%

spending no longer than one night on the streets

Support:

Emergency short term accommodation for 40 people a night, open seven days a week, meal on arrival, access to showers, in-depth assessment, extended provision in cold weather

744
clients stayed in our
night centre last year
for an average of
18
nights before being
supported into longer
term accommodation
or reconnected to their
home area

Emergency Night Centre

Case Study: Manu

Manu has been coming to The Connection for over a decade and was street homeless for over 12 years. He is a testament to his own resilience and this year he finally got his own flat in North London after his decade long asylum case was resolved.

Manu had a job in London for almost 20 years, when he lost it he began to struggle with his alcohol and gambling addictions and things spiralled out of control. Eventually he lost his home. The Connection's Outreach Team found him on the streets and helped him to access our services:

"It was Beki who helped, I remember. I like Beki because she's strict. One night I was sleeping in Aldwych and people tried to stab me around there. Beki turned up and she said 'It's not safe for you here, you have to come to The Connection.' She put me in The Connection (Night Centre) I stayed for 5 months and I was in hospital and then they put me back there for 3 months. I felt safe and warm, that's what you need. Especially in the cold weather you need some place safe and warm and The Connection is there."

For many of our clients The Connection becomes their home and their family for the time they spend with us. For Manu, with patience and perseverance, we have helped him to overcome his addictions and soften his attitude. He has accessed all areas of our service: he's been contacted by Outreach, stayed in the Night Centre, eaten our delicious food, had help with CV in Workspace and been supported into accommodation by our Advice and Housing workers. But Manu credits Step Up for really helping him to move forward with this life:

"Step Up volunteering has been extremely important. I did the kitchen. I thought I couldn't do it, I'm not ready. Bad temper, crazy man, stupid. Angela said 'just go to the kitchen and have a look' so I done it. And then they put Step Up for the Day Centre and Angela said 'You can do it' and I didn't think I could because it involved talking to people because I was worried I'd do something stupid.

If I can, anybody can do it. It doesn't matter what age, anybody can do it. It's very, very good for your future, for your CV and another reason I did it was because I want to pay The Connection back for what they did for me. They've done a lot, trust me. If you look at it, they don't have to but they've done a lot for me. I've learnt to be patient and be kind to people because they've been there. If it wasn't for The Connection, oh my god, I don't know. To me it's home. I haven't got a home but this is home."

Manu is now settling into his new flat, as time goes on it's beginning to feel like his home and he recently got a job in a restaurant.



Goal: Become a Psychologically Informed Environment (PIE)

What is PIE?

Psychologically Informed Environments are an emerging concept in the homelessness support sector, which we have started to explore in more detail. It is intended to help staff and services better understand where clients' often very challenging behaviours are coming from, so that we can work more creatively and constructively with them.

PIE uses insights from different psychological disciplines and comes from growing evidence of the extent and range of psychological and mental health problems often found amongst homeless people and rough sleepers. For example up to 60% of adults living in hostels in England have a mental health diagnosis compared with about 10% in the general population.

Developing a PIE framework:

For us, gradually developing and adopting a PIE framework for all our support services, has in the last 12 months included:

- An external expert carrying out an extensive 'PIE audit', resulting in a detailed report outlining what we do well and what we could improve across our services
- A one-day, all staff training event, exploring PIE and how it relates to each service delivery team
- In partnership with Westminster City Council, commissioning the creation of a user-friendly PIE toolkit to be used by us and other interested organisations
- The establishment of a PIE staff group, meeting regularly to ensure we continue to make progress and share good practice across teams

Our Day Centre clients have also benefited directly through the launch of a new series of PIE- focused client workshops led by the NHS Increased Access to Psychological Therapies team, with themes as varied as 'skills for managing stress and worry', 'coping mechanisms for low mood and depression', and 'confidence – how to get it and how to keep it'.



Volunteering

This year over 500 volunteers added immense value to a huge range of our services including the Day Centre, Night Centre, Art Room, Workspace, the kitchen and in fundraising activities. We continue to have a full contingent of volunteers with demand to volunteer with us outstripping the number of placements we are able to offer:

- Every weekday our kitchen is supported by companies who release employees as part of their Corporate Social Responsibility schemes. They help our catering staff prepare and serve over 150 hot meals to our hungry clients each lunchtime
- Corporate volunteers have also taken a number of clients on educational museum trips or days out and treated them to lunch – a welcome break that greatly improves independent living skills
- For the second year running our Volunteer Manager, Lance Kuhn, has made our pop-up shop "One Good Thing" a great success. This was only made possible through the generous support given by volunteers who donated the retail space, items to sell and their time to this project's realisation
- Corporate sponsors including PWC and Shell have supported our clients to get back by running employability workshops to teach clients interview and other vital skills

Goal: Develop and expand Step Up client volunteering programme

Step Up, our in-house client volunteering programme, is going from strength to strength. Since its launch in 2012, over 60 clients have completed structured placements in diverse roles across our services including: welcoming and guiding new clients around the Day Centre; assisting with reception duties; helping to prepare lunch; supporting IT classes, and painting & decorating.

Last year alone 28 clients carried out over 1,700 hours of voluntary service, including 200+ hours supporting HR services by interviewing prospective members of staff as a client interview panel.

In the last 12 months Step Up has continued to develop and grow:

- New volunteering placements introduced in our emergency Night Centre where volunteers provide a warm welcome to clients staying the night alongside practical support assembling beds and serving meals
- Step Up volunteers supporting the newly introduced 'better connected' pilot – assisting with twice weekly fun and interactive digital skills sessions
- The gradual introduction of shorter volunteering opportunities at one-off events such as the London Marathon, our annual Pop-Up shop and the Embankment Summer Market

We have also increasingly shared various aspects of our inclusive volunteering model with other interested organisations. Most notably, this has led to collaboration with the national homelessness charity Crisis. This has seen us train and support two Crisis client volunteers alongside two Step Up volunteers participating on a joint Crisis/Connection working group, supporting the development of a new service for single homeless people in Croydon. Further training and sharing of Step Up policies have also led to Crisis adopting our client led input and approach to external staff recruitment.

In terms of impact, there is of course a very strong focus on increasing employability and this is evidenced by on-going feedback from volunteers and staff highlighting the various 'technical skills' gained (IT, digital, catering, retail skills etc.) and also the increase in confidence and self-esteem.



This year out of 28 Step Up Volunteers:

secured volunteering placements with external organisations

secured paid apprenticeships



undertook external training courses

secured employment, from seasonal work to part time & full time positions

Goal: Invest in organisational achievements

This year we have worked hard to ensure that we are able to stand up to the heightened competition for resources and increased demand for our services by:

- Investing in our building to maintain its high standard and positive environment
- Looking towards upgrading our IT systems, bringing them up to date and keeping them robust for the next decade
- Up-skilling our staff through in-house and external training opportunities

Goal: Expand our reach and influence

Over the past year we have taken a number of steps to ensure the geographical spread and diverse ownership of services to homeless people in London in maintained by:

- Supporting a number of local projects by sharing our experience and know-how and moving towards more formal partnership working
- Enhancing our current services by working in partnership particularly with specialist organisations such as the NHS and specialist drug and alcohol services which can add value and variety to what we do ourselves
- Being one of the organisations invited to share experiences with Ministers and also chosen by the Communities and Local Government Select Committee as the first organisation they visited when conducting their investigation into homelessness. All of this helps to use our experience and expertise to influence policy

Plans for the Future -2016/17

Goal 1: Evaluate and adapt our services to respond to the growing number of people needing our help

Each year the number of clients our services are seeing is rising. In order to meet the increased demand we are looking at ways of how we can adapt our services so that we are still able to help as many clients as possible. Our financial forecasting takes this increased demand into account and reports a smaller reserve than we have had in previous years. We hope that by increasing our spending we will be able to continue to run our services at the same level we currently are.

Goal 2: Become a Psychologically Informed Environment

This year we have made good progress towards our goal of becoming recognised as a PIE centre. Over the next year we will be taking the final steps to ensure that this goal is achieved, including introducing PIE as an agenda item at all service delivery managers' meetings, to allow departments to share best practice and ensure that all teams are moving forward in the same direction. We will also be training all staff, front line and support staff, in Trauma Informed Care. This will enable all staff to approach clients in a psychologically informed way and to understand the reasons for client's behaviour.

Goal 3: Work in partnership with other organisations to ensure our aims are achieved

We will continue to work hard to ensure that the diverse spread of services in London is maintained. We recognise that there a number of smaller homelessness organisations struggling in the current climate and we are actively looking to work with some of these to ensure they are able to continue to work in their local areas. We are working towards creating formal referral partnerships with voluntary agencies in London boroughs for clients who we have been reconnected to their home borough.

Goal 4: Help more clients to access the private rental sector (PRS)

The private rental sector is increasingly becoming the only option for finding long-term accommodation for our clients. Our Advice and Housing team and our dedicated PRS worker are working hard on behalf of our clients to increase their access to PRS, despite challenges our clients face such as lack of deposits and a general reluctance to accept anyone on benefits.

Over the next year we will be looking to pilot two potential schemes. The first one: a rent deposit scheme, in conjunction with Westminster City Council, providing initial deposits for clients to be paid directly to their PRS landlords. The second one: similar to the existing 'Two Step' scheme, with The Connection acting as a guarantor for the client with PRS landlords we will secure formal agreements with landlords.

Goal 5: Recruit and induct a new Chair

Our Chair Dame Diana Brittan, steps down later this year after eight years in the position. A key goal for the year ahead is to ensure that we recruit a new Chair, who is able to lead and steer the organisation through an ever changing and challenging external environment. The new Chair will also be tasked with supporting the new Chief Executive, who will be replacing Colin Glover when he steps down from this role in April 2017.

This will ensure we maintain our solid financial position in the sector which will allow us to continue to help those who need it.

Financial review

In a year that has seen growing demand for our services and further reductions in statutory funding, we have maintained our confidence to continue and increase spending on services by increasing donations from individuals. This also reinforces our independence, which will support the growth of our reputation as experts on rough sleeping.

These stable foundations facilitate our work in two main ways:

- Give clients confidence that we will be here to support them in their journey away from homelessness
- Give funders assurance that their funding will contribute to an effective, on-going effort which is unlikely to cease while the problem remains

Overall, the deficit for the financial year was £9,309 compared to a surplus of £119,523 in 2015. This is a result of a conscious decision by the trustees to respond to the increased need we are experiencing by reducing reserves.

Our income is from a number of sources and breaks down into four broad areas:

- Statutory £1,346k (£1,515k 2015). Statutory income from a number of sources reduced or ended with an overall reduction of 11%
- BBC Radio 4 Christmas Appeal £1,000k (£860k 2015). Recognising that rough sleeping was increasing, our grant was increased by 16%
- Individuals £1,251k (£1,007k 2015). The response by the public to our own appeals has been amazing, with an increase in income of 24%
- Corporate, Trusts & Earned income £892k (£793k). Corporate income and earned income rose in the year, with other elements stable

Risk

The Board of Trustees reviews its exposure to risk regularly and maintains a risk register, identifying the level of exposure to any material risks with a constant view to improve systems and procedures which will mitigate them. This register is overseen by the Head of Finance, who also reports to the Finance Committee.

The Connection at St Martin's additionally has a register of operational risks, which addresses our staff's exposure to risk through work with clients in potentially violent circumstances.

The principal financial risk, as in previous years, is uncertainty over future funding and to this end the Fundraising Team continues to develop unrestricted income streams. The immediate impact of a loss in funding would be a reduction in reserves and should replacement funding not be found a medium term reduction in service.

Reserves

The Board regularly monitors the level of unrestricted reserves on the charity's balance sheet. This is done in order to ensure the continuation of The Connection's services for the foreseeable future. The Connection's total unrestricted reserves include both the general funds and those funds designated by the Board to develop specific areas of charitable work and to meet potential future obligations. It is recognised that, in the short to medium term, the charity may be exposed to unexpected increases or decreases of income. Given this factor, and the variations in costs that may arise from changes in the demand for the charity's services the Board has a reserves policy that general funds (i.e. unrestricted funds not specifically designated) shall be maintained at between two and six months' running costs. This is to minimise the risk of disruption of the charity's services to homeless people.

The general funds as at 31 March 2016 were £1,730,331 and equate to approximately 20 weeks of running costs. The minimum level of reserves of two months equates to £749,785 based on this years expenditure. The Board has designated the following funds for specific purposes:

- A legacy reserve (currently £1,177,234) funded by income generated through legacies is established in order that the benefit from such income (which is, by nature, unpredictable both in timing and quantity) can be spread over several years more evenly
- A maintenance reserve (currently £50,000) is established to meet the anticipated costs in the short to middle-term of maintaining the infrastructure at 12 Adelaide St which has now been in place following the building renewal programme
- A lease reserve (currently £37,500) is designated from the lease payment received from London & Quadrant Housing Association for St Martin's House. This is being transferred to general reserves over the remaining life of the lease at a rate of £1,500 per annum

At the present time, we are experiencing very high levels of demand for our services, so our forward plan includes a reduction in reserves to fund services through this period of increased demand.

Structure, Governance & Management

- The Connection is constituted as a limited company and governed by a Memorandum & Articles of Association.
- The trustees of the charity focus their attention on strategic decisions, delegating day to day running of the charity to the Chief Executive (CEO) and senior management team.
- Trustees are elected by the members of the Board. Their induction includes time spent in the organisation, understanding its clients and services. Recruitment and induction of trustee posts is delegated to a board sub group.
- The remuneration of the CEO is set by a sub group of the Board, taking
 into account professional advice and on a payscale related to the NJC
 payscale all other staff are paid on. As a comparison, the ratio of CEO
 pay to the lowest paid employee is 3.8:1, compared to the voluntary
 sector average of 5.8:1 (2012 NCVO).

Bankers:

Coutts & Co 440 Strand London WC2R 0QS

Auditors:

Aspens Accountants Waterside Centre Lewes East Sussex BN7 2PE

Board of Trustees

Chair

Dame Diana Britton

Vice Chair (to March 2016) Jenny Williams

Vice Chair (from March 2016)
Philippa Langton

Treasurer

Ian Watson

Rod Beadles
Gay Longworth
Jess Claxton
Revd Dr Samuel Wells
Bally Sappal
Prem Goyal
Octavia Williams
Tim Jones
Lucy McNulty
Gail Elkington

Statement of trustees responsibilities

The trustees (who are also the Directors of The Connection at St. Martin-in-the-Fields Ltd for the purpose of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Board of Directors to prepare Financial Statements for each financial year, which give a true and fair view of the state of affairs of the company and of its results for that year. In preparing those Financial Statements, the Board is required to:

- (a) select suitable accounting policies and apply them consistently
- (b) make judgements and estimates that are reasonable and prudent
- (c) state whether the policies adopted are in accordance with the Companies Act 2006 and with applicable accounting standards and statements of recommended practice, subject to any material departures disclosed and explained in the Financial Statements
- (d) prepare the Financial Statements on a going concern basis unless it is inappropriate to presume that the charity will continue to operate.

The Board is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and enable it to ensure that the Financial Statements comply with the Companies Act 2006. It is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

Diana Brittan

There is no relevant audit information of which the charitable company'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 this information.

Approval

This report was approved by the Board of Directors and signed on its behalf.

Dame Diana Brittan, Chair of the Board of Trustees

6th December 2016

Report of the Independent Auditors to the Members of The Connection at St Martin-in-the-Fields

We have audited the Financial Statements of The Connection at St. Martin-in-the-Fields for the year ended 31 March 2016 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the chartable 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 charity and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement, 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.

Our responsibility is to audit and express an opinion on the Financial Statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the Financial Statements

An audit involves obtaining evidence about the amounts and disclosures in the Financial Statements sufficient to give reasonable assurance that the Financial Statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the charitable company's circumstances, and have been consistently applied and adequately disclosed, the reasonableness of significant accounting estimates made by the trustees, and the overall presentation of the Financial Statements. In addition, we read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited Financial Statements. If we become aware of any apparent material misstatements or inconsistencies, we consider the implications for our report.

Opinion on Financial Statements

In our opinion the Financial Statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31
 March 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year ended 31 March 2016
- 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

Opinion on other matter prescribed by the Companies Act 2006

In our opinion 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.

Auditors Report

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where 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
- The Financial Statements are not in agreement with the accounting records and returns
- Certain disclosures of trustees' remuneration specified by law are not made
- We have not received all the information and explanations we require for our audit.

Ashley N Fox FCA ACII

Senior Statutory Auditor

For and on behalf of:

Aspens Ltd,

Statutory Auditor

Suite F9 Waterside Centre

North Street

Lewes

East Sussex BN7 2PE

Date: 6th December 2016



Statement of Financial Activities for the Year ended 31st March 2016

INCOME AND EXPENDITURE	Note	Unrestricted funds	Restricted funds	Total funds 2016 £	Total funds 2015 £
Income					
Donations and legacies	2a	2,417,953	-	2,417,953	1,989,675
Activities for generating funds	2b	111,042	-	111,042	132,281
Interest	2c	10,649	-	10,649	12,400
Incoming resources from charitable activit	ies				
Day and Night Centres	3a	22,387	786,927	809,314	822,198
Advice and Housing	3b	-	207,820	207,820	196,438
Outreach Services	3c	-	537,532	537,532	623,222
Employment and Training	3d	-	117,200	117,200	176,144
Resettlement	3e	189,074	88,817	277,891	222,791
Total income		2,751,105	1,738,296	4,489,401	4,175,149
Expenditure					
Cost of raising funds	4	334,367	-	334,367	292,478
Expenditure on Charitable activities					
Day and Night Centres	5a	-	1,986,341	1,986,341	1,866,670
Advice and Housing	5b	-	503,268	503,268	458,348
Outreach Services	5c	-	832,478	832,478	718,051
Employment and Training	5d	-	527,345	527,345	477,302
Resettlement	5e	-	305,437	305,437	233,562
Governance costs	6	9,474	-	9,474	9,216
Total expenditure	7	343,841	4,154,869	4,498,710	4,055,626
Net income/(expenditure)		2,407,264	(2,416,573)	(9,309)	119,523
Transfers between funds		(2,451,542)	2,451,542	-	-
Net movement in funds		(44,278)	34,969	(9,309)	119,523
Reconciliation of Funds:					
Total funds brought forward		3,039,343	_	3,039,343	2,919,820
Total funds carried forward	8	2,995,065	34,969	3,030,034	3,039,343

The charity made no recognised gains or losses in 2015 or 2016 other than the result for the year. 2015 Comparator figures can be found in Note 20, a copy of the 2014/15 SOFA

Balance Sheet as at 31st March 2016

		Note	2016		2015	
			£	£	£	£
FIXED ASSE	TS					
Tangible as	sets	9		96,983		76,899
CURRENT A	SSEIS		10 (01		7704	
Stock		1.9	10,621		7,734	
Debtors		10	501,847		356,447	
Cash at ba	ınk and in hand		2,730,900	_	2,932,516	-
			3,243,368		3,296,696	
CUDDENITU	A DILLITIEC, give ou into falling					
due within	ABILITIES: amounts falling					
Creditors	one year	11	293,171		313,476	
Deferred In	come	12	17,145		15,065	
Dolollog III	Come	12	17,140	2,933,052	10,000	2,968,156
Total Assets	less Current Liabilities			3,030,034	-	3,045,054
101017 100010	1000 Carrotti Elabilino			0,000,004		0,040,004
LONG TERM	I LIABILITIES: amounts					
falling due	over one year					
Deferred	Income	12	_	_	5,711	_
						5,711
Net Assets				3,030,034	=	3,039,343
CADITAL AS	ND RESERVES					
		0.10		24.040		
FUNDS	Restricted	8,13		34,969		-
	Designated	8,13		1,264,734		1,423,309
Total Fire -!-	Unrestricted	8,13		1,730,331	-	1,616,034
Total Funds				3,030,034	•	3,039,343

These financial statements were prepared by the board on 6th December 2016

<u>Dame Diana Brittan</u>, Chair of Trustees

Diana Brittan

For the Board of Directors

Company Number: 3852519

The notes on Pages 36 to 45 form part of these financial statements.

Statement of cash flows for the year ended 31st March 2016

	2016	2015
Net cash flow provided by (used in) operating activities	-152,161	-24,568
Cash flows from investing activities Interest income	10,649	12,400
Capital investment and financial investment Purchase of equipment	-60,104	0
Net cash used in investing activities	-49,455	12,400
Change in cash in the reporting period	-201,616	-12,168
Reconciliation of changes to net cash outflow from operating activities		
Income / (expenditure) per Statement of Financial Activities	-9,309	119,523
Interest income	-10,649	-12,400
Depreciation of equipment	40,020	29,029
Movement in stock	-2,887	6,580
Increase / (decrease) in creditors	-23,936	-39,413
(increase) / decrease in debtors	-145,401	-127,886
Net cash used in operating activities	-152,162	-24,567
Analysis of changes in cash		
Cash at bank and in hand at 31st March 2016	2,730,900	2,932,516
Cash at bank and in hand 1st April 2015	-2,932,516	-2,944,685
Change in cash during the year to 31st March 2016	-201,616	-12,169

ACCOUNTING POLICIES

Basis of preparation of the financial statements

The Financial Statements are prepared under the historical cost convention and include the results of the charity's operations which are described in the Trustees Annual Report. The Financial Statements have been prepared in compliance with the Statement of Recommended Practice, Accounting and Reporting by Charities (SORP 2015), applicable accounting standards, the Companies Act 2006.

1.2 Tangible fixed assets and depreciation

Tangible fixed assets are shown at cost less depreciation. The threshold beyond which an item is capitalised is £2,500 on any single addition.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives, which are:

Fixtures, Fittings and Equipment 5 years IT Hardware 3 years

In all cases depreciation is calculated using the straight line method. The freehold property is not depreciated. See note 9 for depreciation of the leasehold property.

1.3 Income

Voluntary income is included in incoming resources when it is receivable by the charity, except where the donors specify that it must be used in future accounting periods, or where the donors' conditions have not been fulfilled, in which case the income is deferred. Charitable income is included when it is receivable.

Legacy income is recognised in the Financial Statements when it is received or once the agreed estate accounts have been received.

Goods and services which have been donated are recognised in the Income and Expenditure Account where a value can reasonably be calculated against the benefit received. Since this applies where expenditure would have been incurred otherwise, the corresponding expense is also included within the financial statements. Since no monetary value is directly attributable to time given by volunteers, no disclosure is made in the Financial Statements.

1.4 **Expenditure**

Resources expended are included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered.

Expenditure which is directly attributable to specific activities has been included in the appropriate cost categories. Where costs are attributable to more than one activity, they have been apportioned across the cost categories on a basis consistent with the use of these resources. Support costs include central functions and have been allocated to activity cost categories on a per capita basis.

1.5 Operating leases

Rentals applicable to operating leases, where substantially all the benefits and risks of ownership remain with the lessor, are reflected in the Statement of Financial Activities as incurred.

1.6 Cost of raising funds

Fundraising expenditure mainly comprises the staff costs of employing our Fundraising Team. Their main activities are working with individual donors, applying for funds and reporting back to corporate, statutory and trust funders. They also support people who undertake sponsored events or activities to raise funds for us. Other fundraising expenditure is on advertising, marketing and running fundraising events such as the Pilgrimage.

1 ACCOUNTING POLICIES

1.7 **Pension costs**

Contributions to the Connection at St Martin's money purchase pension scheme are recognised when the liability is due to be paid to the pension provider

1.8 **Investments**

Investments are valued at market value.

1.9 Stock

Stock consists of travel cards, high street store vouchers, Christmas cards and café food supplies and has been valued at the lower of cost and net realisable value.

1.10 Funds Structure

Unrestricted and designated funds are those funds expendable at the discretion of the Trustees in accordance with charitable objectives. Restricted funds may only be utilised in accordance with the wishes of the donor.

1.11 Governance Costs

These include principally the cost of the annual audit and some small costs incurred relating to board meetings.

1.12 **Taxation**

The Connection at St Martin's has charitable status and, as such, it is not anticipated that it will be subject to Corporation Tax.

		Unrestricted funds	Restricted Funds	Total 2016	Total 2015
2	Incoming resources from generated funds	£	£	£	£
2a	Voluntary income Corporate Individuals Trusts BBC Radio 4 Christmas Appeal Friends of The Connection at St Martin's Total voluntary income	131,508 897,803 146,412 1,000,000 242,230 2,417,953	- - - - -	131,508 897,803 146,412 1,000,000 242,230 2,417,953	111,554 633,838 150,831 860,313 233,139 1,989,675
2b	Activities for generating funds Events (inc card sales) St Martin's Annual Pilgrimage Total activities for generating funds	83,835 27,207 111,042	- - -	83,835 27,207 111,042	95,978 36,303 132,281
2c	Investment income Interest receivable	10,649	-	10,649	12,400
	Total income from generated funds	2,539,644	-	2,539,644	2,134,356
3	Incoming resources from charitable activities				
3a	Day and Night Centres Corporate Earned Government Individuals Trusts Total Day and Night Centres	- 22,387 - - - - 22,387	46,910 - 581,798 250 157,969 786,927	46,910 22,387 581,798 250 157,969 809,314	4,000 19,840 675,009 7,366 115,983 822,198
3b	Advice and Housing Government Total Advice	- -	207,820 207,820	207,820 207,820	196,438 196,438
3c	Outreach Services Corporate Government Trusts Total Outreach Services	- - - -	20,428 467,334 49,770 537,532	20,428 467,334 49,770 537,532	20,248 549,787 53,187 623,222
3d	Employment and Training Corporate Government Trusts Total Employment and Training	- - - -	102,500 - 14,700 117,200	102,500 - 14,700 117,200	122,500 5,162 48,482 176,144
3e	Resettlement Charges to Residents Government Total Housing & Resettlement	189,074 - 189,074	- 88,817 88,817	189,074 88,817 277,891	133,975 88,816 222,791
	Total income from charitable activities	211,461	1,738,296	1,949,757	2,040,793

		2016	2015
4	Cost of generating voluntary income	£	£
	Staff costs	191,499	164,230
	Support costs	36,972	27,039
	Other costs	105,896	101,209
	Total cost of voluntary income	334,367	292,478
5	Charitable activities		
5a	Day & Night Centres		
	Staff costs	1,273,729	1,277,714
	Support costs	180,211	131,008
	Other costs	532,401	457,948
	sub-total	1,986,341	1,866,670
5b	Advice and Housing		
	Staff costs	381,847	361,686
	Support costs	51,561	37,173
	Other costs	69,860	59,489
	sub-total	503,268	458,347
5c	Outreach Services		
	Staff costs	610,044	557,346
	Support costs	88,130	53,325
	Other costs	134,304	107,380
	sub-total	832,478	718,051
5d	Employment & Training		
	Staff costs	324,633	312,086
	Support costs	49,179	36,136
	Other costs	153,533	129,080
	sub-total	527,345	477,303
5e	Resettlement		
	Staff costs	93,924	100,072
	Support costs	23,748	9,913
	Other costs	187,765	123,577
	sub-total	305,437	233,562
	Total charitable activities	4,154,869	3,753,933

6	Governance cos	sts						2016 £	2015 £
	Audit Fee							9,100	9,216
	Other governand	ce						374	-
	Totals							9,474	9,216
7	Total resources e	expended		Staf	f	Other	Support	Total	Total
						direct		2016	2015
				£		£	£	£	£
	Cost of generati	ng funds		191,	499	105,896	36,972	334,367	292,478
	Charitable activ	ity including	governance	2,684,	177	1,087,337	392,829	4,164,343	3,763,149
	Totals			2,875,6	576	1,193,233	429,801	4,498,710	4,055,627
Analy	sis of support c	osts							
	Cost of Generating Funds	Day & Night Centres	Advice & Housing	Outreach Services	Emp	loyment and Training	Resettlement	Total 2016	Total 2015
	£	£	£	£		£	£	£	£

19,375

29,585

17,583

21,625

88,168

11,625

14,046

10,550

12,975

49,196

3,875

12,064

3,517

4,325

23,781

93,000

148,601

84,400

103,800

429,801

42,645

116,871

59,239

75,840

294,595

Support costs are apportioned to the activities above on a per capita basis.

11,625

16,431

10,550

12,975

51,581

Included in Expenditure are operating lease payments as follows:

40,042

59,008

36,339

44,692

180,081

Land and Building 92,500 *
Hire of Plant & Machinery 11,990

6,458

17,467

5,861

7,208

36,994

Management

Finance

IT

HR

Totals

The payments that the charity is committed to making during the next year in respect of operating leases are analysed between the expiry date of commitment as follows:

	Land & Buildings	Other Assets
	£	£
within 1 year	152,301	8,381
between two and five years	535,998	33,523
after five years	1,538,028	1,397
Total	2,226,327	43,301
40		

^{*} The licence fee paid to St Martin's Church is £92,500. St Martin's Church is regarded as a related party since two of the St Martin's Church Trustees are also Trustees of The Connection at St Martin's.

8 Movement in Funds

	Balance at 1.4.2015	Incoming resources	Outgoing resources	Transfers	Balance at 31.3.2016
	£	£	£	£	£
Restricted Funds					
Day & Night Centres	-	786,927	(1,986,341)	1,234,383	34,969
Advice	-	207,820	(503,268)	295,448	-
Outreach Services	-	537,532	(832,478)	294,946	-
Employment and Training	-	117,200	(527,345)	410,145	-
Housing and Resettlement	-	88,817	(305,437)	216,620	
Total restricted funds	-	1,738,296	(4,154,869)	2,451,542	34,969
Unrestricted Funds Designated Funds:					
Lease Fund	39,000	-	-	(1,500)	37,500
Legacies Equalisation Fund	1,334,309	404,816	(561,891)	-	1,177,234
Capital Replacement Fund	50,000	_	_	-	50,000
Total designated funds	1,423,309	404,816	(561,891)	(1,500)	1,264,734
General Funds	1,616,034	2,346,289	218,050	(2,450,042)	1,730,331
Total unrestricted funds	3,039,343	2,751,105	(343,841)	(2,451,542)	2,995,065
Total funds	3,039,343	4,489,401	(4,498,710)	-	3,030,034

Information on Restricted Funds

<u>Day & Night Centres:</u> The greatest proportion of the funding received was from the City of Westmister as well as other statutory and non-statutory bodies and individuals. A condition of this funding is that it is applied wholly to the activities of the Day and Night Centres.

The funds carried forward are £25,000 for Step Up from J.P.Getty Foundation and £9,969 for the horticulture project from the Big Give.

<u>Advice:</u> The greatest proportion of funding received was from London Councils. A condition of this funding is that it is applied wholly to the activities of the Advice and Housing Team.

<u>Outreach Services:</u> The greatest proportion of funding received was from the City of Westmister as well as other statutory and non-statutory bodies and trusts. A condition of this funding is that it is applied wholly to the activities of the Outreach Services programme.

<u>Employment and Training:</u> The funding was received from a range of non-statutory bodies and individuals. A condition of this funding is that it is applied wholly to the activities of the Workspace Team.

<u>Housing and Resettlement:</u> The majority of funding received in the year was statutory funding from the London Borough of Wandsworth. A condition of this funding is that it is applied wholly to the activities of St Martin's House.

Information on Designated Funds

- Lease Fund:

This reserve is designated from the lease payment received from London & Quadrant Housing Association for St Martin's House. This is being transferred to general reserves over the remaining life of the lease at a rate of £1,500 per annum.

- Legacies Equalisation Fund

This is funded by income generated through legacies. The Fund was established to recognise the income (which is, by nature, unpredictable both in timing and quantity) over several years to match the long term impact that our legators would have expected.

- Capital Replacement Fund

This was established to meet any costs in the short to middle-term of maintaining the infrastructure at 12 Adelaide St. It has now been 8 years since our return in 2008 following the building renewal programme and the likelihood of wear-and-tear increases with time.

)	Tangible Fixed Assets	Freehold Property & improvements	Leasehold Property	Fixtures Fittings & Equipment	Total
	At cost	£	£	£	£
	As at 1st April 2015	87,595	1	409,045	496,641
	Additions in year	-	-	60,104	60,104
	Total	87,595	1	469,149	556,745
	Depreciation				
	As at 1st April 2015	40,382	-	379,361	419,743
	Depreciation for the year	-	-	40,020	40,020
	Total	40,382	_	419,381	459,763
	Net Book Value - 31st March 2016	47,213	1	49,769	96,983
	Net Book value - 31st March 2015	47,213	1	29,685	76,899

The Board of Trustees considers that, due to the restrictive covenants placed on the use of 12 Adelaide St, the leasehold property has no commercial value, and a nominal amount of $\mathfrak L$ 1 is included in the financial statements.

The directors consider the land value of the freehold property to be worth at least the amount stated on the balance sheet, accordingly no depreciation has been charged.

All assets are used directly for charitable purposes.

10	Debtors	2016	2015
	Amounts falling due within one year	£	£
	Other debtors	442,233	308,663
	Prepayments	59,614	47,784
	Total	501,847	356,447
11	Creditors	2016	2015
	Amounts falling due within one year	£	£
	Other creditors	251,115	267,659
	Accruals	42,056	45,817
	Total	293,171	313,476

Other creditors include tax and social security amounts of £13,312 (2015 - £85,644).

12 **Deferred Income**

Deferred income of £17,145 represents grants and donations received in advance of the year end for intended application after 31 March 2016 (2015 - £20,776).

No income was deferred for more than one year (2015 - £5,711)

9

13	Revenue Account	Unrest	ricted	Restricted	Total	Total	
		General	Designated		2016	2015	
		£	£	£	£	£	
	Income fund balance as at 1st April 2015 Net income	1,616,034	1,423,309	-	3,039,343	2,919,820	
	Nerincome	114,297	(158,575)	34,969	(9,309)	119,523	
	Income fund balance as at 31st March 2016	1,730,331	1,264,734	34,969	3,030,034	3,039,343	

14 Employee Information

The average number of employees during the year was as follows:

	2016	2015
Cost of Generating Funds	7	7
Day and Night Centres and Cafe	30	32
Advice	9	9
Outreach Services	17	13
Employment and Training	8	9
Housing and Resettlement	4	2
Support staff	6	5
	81	77

No. of employees earning in excess of £60,000: 2016 2015 £70,001-£80,000 1 1

For the above employee, contributions of £6,633 were made to a defined contribution pension scheme in the year.

The company operates a money purchase pension scheme for qualifying employees. Some employees make personal contributions to their pension scheme from their gross pay, which attracts a greater degree of tax efficiency. This is known as salary sacrifice.

15 Capital Commitments

There are no outstanding capital commitments as at 31 March 2016.

16 London Councils Section 37 Statement

Grant aid of £211,705 was received during the year. This part funded staffing and running costs of our Day Centre and Advice Team. This grant was expended in the year as shown in the table below

Expenditure					
	Cost of programme £	Grant received £			
Salaries	180,612	180,612			
General Running Costs	16,528	16,528			
Premises Costs	14,565	14,565			
Total	211,705	211,705			

17 Irish Government. Department of Foreign Affairs and Trade; Emigrant Support Programme

During the year ended 31 March 2016 The Connection at St Martin's received a grant of £15,000 from
the Department of Foreign Affairs and Trade; Emigrant Support Programme. The grant covers the
period running to 30 June 2016 and partially funded staffing and running costs for a project worker
to work with clients of Irish origin

18 **Donations in Kind**

Goods and services which have been donated, and which are recognised in the Income and Expenditure Account are listed below.

		Value of Gift (£)
Various	Clothes, bedding & household goods	8,840
Various	Food donations	3,500
		12,340

In addition to donations in kind, The Connection at St Martin's benefits from significant volunteer support. There were 10,988 time-tabled volunteer hours given last year, which is a small proportion of the total volunteer effort at The Connection.

19 Related Parties

During the year, the charitable company made payments to Homeless Link in the year totalling £1,939 for membership, training and recruitment. Mr Ian Watson, Director and Treasurer of The Connection at St Martin's is also a trustee and treasurer of Homeless Link.

As the vicar of St Martin's Church, Sam Wells is able to directly influence the Parochial Church Council and the St Martin's group of organisations. Gail Elkington is a member of the Parochial Church Council of St Martin's Church. Jeff Claxton is a licensed Minister at St Martin's Church. The Connection at St Martin's makes annual licence fee payments to St Martin's Church (see Note 7), as well as receiving revenue from the St Martin's Charity from the Christmas Appeal (see Note 2a).

Note 20: Statement of Financial Activities for the Year ended 31st March 2015

	Unrestricted funds	Restricted funds	Total funds 2015	Total funds 2014
INCOME AND EXPENDITURE	£	£	£	£
Incoming resources from generated funds				
Voluntary income	1,989,675	-	1,989,675	2,123,644
Activities for generating funds	132,281	-	132,281	140,563
Investment income	12,401	-	12,401	13,618
Incoming resources from charitable activities				
Day and Night Centres	19,840	802,358	822,198	893,587
Advice and Housing	-	196,438	196,438	210,621
Outreach and Building Based Services	-	623,222	623,222	579,840
Employment and Training	-	176,144	176,144	118,669
Resettlement	-	222,791	222,791	179,554
Total incoming resources	2,154,197	2,020,953	4,175,149	4,260,096
Resources expended				
Cost of generating funds				
Cost of generating voluntary income	292,478	-	292,478	309,007
Charitable activities				
Day and Night Centres	-	1,866,670	1,866,670	1,681,554
Advice and Housing	-	458,348	458,348	406,651
Outreach and Building Based Services	-	718,051	718,051	653,065
Employment and Training	-	477,302	477,302	461,152
Resettlement	-	233,562	233,562	210,829
Governance costs	9,216	-	9,216	10,135
Total resources expended	301,694	3,753,933	4,055,626	3,732,393
Net incoming/(outgoing) resources net income/(expenditure) for the year before transfers	1,852,503	(1,732,980)	119,523	527,703
Transfers of reserves	(1,732,980)	1,732,980	-	-
Net movement in funds	119,523	-	119,523	527,703
Balances brought forward at 1 April 2014	2,919,820		2,919,820	2,392,118
Balances carried forward at 31 March 2015	3,039,343	-	3,039,343	2,919,820



The Connection at St Martin-in-the-Fields 12 Adelaide Street, London, WC2N 4HW www.connection-at-stmartins.org.uk Email: appeals@cstm.org.uk

Telephone: 020 7766 5555

Registered Charity Number 1078201

Company Registration Number 3852519