



**THE
CONNECTION**
at st martin-in-the-fields

MAKING THE CONNECTION THAT CHANGES LIVES

Annual report and
financial accounts
2020/21

Who we are

We are The Connection at St Martin-in-the-Fields.

We are here for people as they recover from rough sleeping and move on to places they can call home. We work with people, not for them, and put every person at the centre of their own recovery. As part of the St Martin-in-the-Fields site, we have been on the frontline helping people in crisis for over 100 years. We are right in the heart of Westminster – which has more people sleeping rough than anywhere else in the UK.

We don't have one standard approach to tackling homelessness – everyone is unique. Our job is to help people move on from rough sleeping, changing their lives in the way that they want to, at their own pace.

Introduction

The Connection at St Martin's is led by a dedicated team of volunteers, our Trustees, who oversee the work that we do. Every year, these Trustees review the aims, objectives and activities of our charity. This annual report looks at what we have achieved and the outcomes of our work for 2020/21. Our current strategic aims set out what the organisation is striving to achieve by March 2023 and are outlined in our section on looking forward (p50).

This year's annual report looks different – because life has looked different for all of us, particularly the people experiencing homelessness that we work with in Westminster. They've faced huge upheaval and change.

We're telling the story of the year as it happened, quarter by quarter and showing how your support enabled people to move away from living on the street, against the ever-changing backdrop of a global pandemic.

We hope you enjoy reading this report.



There's so much more to the people we work with than a passerby on the street can realise. You might see someone begging or curled up in a sleeping bag asleep. But behind this is a person who may have experienced a lot of trauma and abuse, who is also an individual with their own unique skills, and attributes.

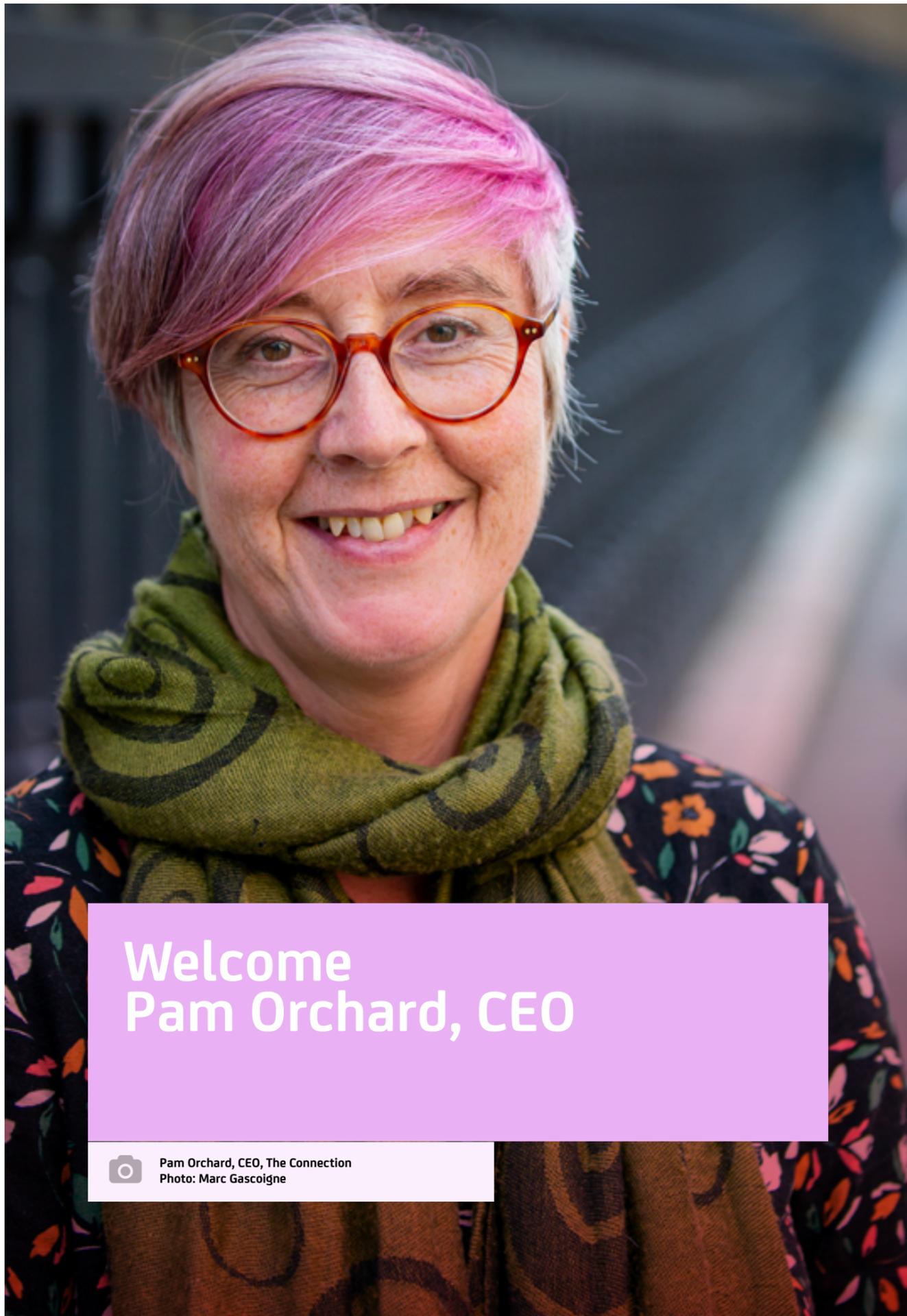
Paul Grieve, Street Engagement
Team Co-ordinator

Contents

Welcome	4
Vision, mission and what we do	6
2020/21 at a glance	8
What our services achieved in 2020/21	
Phase 1 of the pandemic response – 20 March 2020 to July 2020	10
Phase 2 - the second pandemic response – 3 July 2020 to 30 September 2020	16
Phase 3 of the pandemic response – 1 October 2020 to 31 December 2020	24
Phase 4 - Rebuilding for the future – 1 January 2021 to 31 March 2021	32
Other highlights of our work 2020/21	42
Our valued partners	44
Our valued supporters	46
Our people	49
Looking ahead to the future	50
How we managed our money and resources	52
Structure, governance and management	59
Statement of responsibilities of the Trustees	60
Independent auditor's report to the members of The Connection at St Martin-in-the-Fields	62
Financial Accounts 2020/21	66



Building trust with people sleeping rough is what our staff do each day.
Photo: Marc Gascoigne



Welcome Pam Orchard, CEO

 Pam Orchard, CEO, The Connection
Photo: Marc Gascoigne

In the UK, rough sleeping is at its highest in Westminster and that's why The Connection has been working here for over 100 years. But this last year has been like no other. The global pandemic hit homeless people hard. People who sleep rough have underlying health conditions which put them at particular risk with COVID. As lockdown began in March 2020, night shelters and services with communal areas like ours had to shut, and we needed to get people off the streets fast.

In just 24 hours, our staff found emergency accommodation in hotels for almost 100 people. We then switched to running hotel accommodation for over 260 homeless people with our Westminster partners, for almost 4 months. Each guest received 3 meals a day, prepared by us and our colleagues at The Passage. Staff supported clients remotely, and we continued to run our supported accommodation project, St Martin's House. After re-opening Adelaide Street as a daytime service and resuming street outreach over the summer of 2020, in the autumn we welcomed guests to our own hotel, "The Bridge".

The pandemic provided an incredible opportunity for many of our clients to get inside, off the streets and receive wraparound care from homelessness, treatment and health services. For others though, getting help became much more difficult. However, the whole experience has shown what's possible with the right support. It's increased understanding of rough sleeping as a public health emergency, not just an accommodation problem. And it has galvanised The Connection, our partners across Westminster and beyond, to work together as never before to end rough sleeping in the UK.

Having already changed so much about service delivery during lockdown, we had an opportunity to reshape things for the future once we re-opened. We made the decision to address a structural deficit carried over from previous years and ended 2020/21 with a surplus which we are investing in services and projects to strengthen The Connection as we move forward. Even in the difficult circumstances everyone faced, we worked together with clients, staff, Trustees and colleagues to do this. Our clear focus for the future is on people sleeping rough in central London. 2021/22 is about putting our new approach into practice as we respond to the post-lock down environment.

We couldn't have achieved all this without the overwhelming support of many individuals, organisations, the Friends of The Connection and Radio 4 listeners. Our Trustees and staff have shown levels of commitment and flexibility beyond anything we expected. Our clients have shown their resilience and shared their expertise to help us to do the best job we can. Thank you to **everyone**.

While the number of people on the streets is lower than pre-COVID, rough sleeping is rising again, along with pressure on the economy and on available housing. Let's work together to build on the amazing progress made during the disruption of the pandemic to ensure that people who are pushed to the edge have a fulfilling future and home of their own.

Pam Orchard, CEO

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The pandemic... has shown what's possible with the right support. It has increased understanding of rough sleeping as a public health emergency, not just an accommodation problem.

Pam Orchard, CEO

Vision, mission and what we do

Our vision – what we believe

London, like many cities across the world, is an exciting and stimulating place to be. However, for some, its streets are a place to go when things have gone profoundly wrong and there is nowhere else.

When people are on the edge, rough sleeping, isolated and in despair, there must be a place to turn. The Connection is there to be with people as they overcome their problems, recover and move on to a meaningful, fulfilling life.

However, this is not enough. The experiences of people on the edge matter. Their story must be told to those in a position of power and influence, so that rough sleeping is not an accepted feature of life in the UK.



Paddy is a member of our Street Engagement team, working with people on West End's streets
Photo: Marc Gascoigne

Our mission

We empower people who are pushed to the edge to move away from the streets for good by:

- + supporting people to recognise their own strengths, recover from crisis and move away from rough sleeping permanently
- + working with other specialist services to ensure that everyone receives the right support at the right time
- + giving a voice to people we support and sharing their experiences with those in power, to create the changes we need to build a society where nobody is forced to sleep rough.

At The Connection, we:

- + get to know people and help them identify what support they would like and how we can best work together to meet their goals and aspirations
- + offer focused short-term support and advice which enables people to leave the streets, for example, by helping with finding and getting into work and accessing accommodation
- + provide further assessments for people whose journey from the streets might be affected by mental health issues, substance misuse, and poor physical health and/or offending
- + we work intensively with these people over the long-term – supporting them to recognise their own strengths, recover from crisis and move away from the streets for good
- + run specialist outreach services to connect with people living on the streets, get to know them, and encourage them to move away from rough sleeping
- + enable people to access a full range of support services, such as housing and resettlement advice, substance misuse treatment and health services, to lift the pressures that force people into homelessness
- + offer opportunities and activities that help people build the skills, confidence and resilience to recover from rough sleeping
- + provide support to resolve migration issues and link in with specialist advice where needed
- + offer practical services like showers and laundry facilities, hot meals, medical appointments and access to telephones and computers.



At The Connection, we provide a truly wraparound sense of support and care for people, listening and treating them with compassion. But it's not enough to just offer care, we need to make sure that people are engaged in their own recovery. We aim to offer something that's a bit different, that engages with people and meets their essential needs - so they can achieve lasting positive outcomes.

Tilly Scott,
Street Engagement Team Manager

2020/21 at a glance

Why we're here

- All forms of homelessness damage people's health and wellbeing, both immediately and over the long term, stopping them from achieving their potential.**
- The most severe and visible form of homelessness is **rough sleeping**. People who are rough sleeping might be bedded down on the street, or in other open spaces or places, such as doorways, stairwells, parks or derelict buildings.
- 2,688 people were estimated to be sleeping rough in England on a single night in autumn 2020, according to MHCLG,ⁱ a 37% drop on the year before. This snapshot coincided with a national lockdown and restrictions in November which is likely to have impacted on rough sleeping figures.
- London continues to be the region with the highest number of people sleeping rough, with 714 people (1,136 in 2019) estimated to be on the streets on a single night in autumn 2020.
- Westminster was the local authority in England with the highest number of people sleeping rough on a single night in autumn 2020 (242)ⁱⁱ.
- During the day, Westminster's streets attract another group - people sleeping rough elsewhere or those in nearby hostels or other temporary accommodation.

Who we work with

In 2020/21, **1,105** people who were homeless or rough sleeping were supported by The Connection at St Martin's to move away from, and stay off, the streets of London.ⁱⁱⁱ

The people we support are:

- 84% male
- 16% female
- 1 non-binary.

The people we support come from:

- UK 44%
- European Economic Area 37%
- Rest of the world 15%
- Not known 4%.

Our clients' ages are:

- 18-25 6%
- 26-65 90%
- 65+ 3%.

The difference we made in 2020/2021:

533 individuals attended the resource centre, 83% of whom accessed services after this re-opened in July 2020

193 people were supported by the Migration team

168 guests were housed safely in emergency hotels during the first lockdown

77 guests were welcomed to The Bridge hotel which opened in October 2020

Who we work with (continued)

Our clients' health needs:

Based on our in-depth assessments of 200 clients (last 3 quarters only) we identified that:

- 39% reported a physical health need
- 47% had a mental health need
- Only 17% of those who reported a mental health need were receiving mental health support
- 30% of people have substance misuse issues (30% left this blank)
- Just 15% of those who reported a substance use issue were receiving treatment (24% left this blank)
- The most commonly reported substances in use were: alcohol 14%; cannabis 9%; heroin 5%; spice 5%; crack 3% and cocaine 1%.

The partners we work with:

- Westminster Homeless Partnership - Westminster City Council, The Passage, St Mungo's, West London Mission, Groundswell, Great Chapel Street and Housing Justice
- Turning Point, Solace Women's Aid, Crisis, Homeless Link
- Dr Hickey Surgery, Turning Point and the Homeless Health Service (HHS)
- Scotscare, Praxis, and the London Homelessness Collective
- Our site partners - St Martin-in-the-Fields, St Martin-in-the-Fields Trust, St Martin-in-the-Fields Charity.

Our resources

- We raised income of £6.9m in 2020/21 (2020: £5.2m) for our work
- We spent £5.3m in 2020/21 (2020: £5.5m) to improve the lives of people who are homeless and sleeping rough.

The difference we made in 2020/2021:

304 people received housing and resettlement advice in person and remotely

316 people were in contact with the Street Engagement Team

20 residents received support and accommodation in our St Martin's House project

50 people offered opportunities to improve their recovery and wellbeing, through employment and client involvement



WHAT OUR SERVICES ACHIEVED IN 2020/21



PHASE 1

Pandemic response

20 March to 3 July 2020



Junior McLeod is a Triage & Brief Intervention Advisor based at our resource centre. Photo: Marc Gascoigne

Responding to an urgent crisis

On a busy day before the pandemic, The Connection's centre near Trafalgar Square welcomed up to 200 homeless people. They came for a meal, a shower and support from staff as well as a place to sleep overnight. All that changed in just two days in March 2020.

On 20 March public health concerns meant that our Adelaide Street centre had to shut to protect the people we support and our staff. Finding everyone places to stay where they could be safe and self-isolate became our most urgent priority.

The Government then announced the Everyone In initiative which freed up funding to house people in hotels, backpacker hostels, B&Bs and flats. This nationwide drive to get everyone off the streets included those who were usually ineligible under homelessness legislation.

Working around the clock, our staff and our partners in the GLA, other homeless charities and Westminster council, collaborated to secure accommodation for people who were rough sleeping. Our outreach team scoured the streets to find people who weren't using our centre and who needed extra help and encouragement to move inside into unfamiliar places.

By the end of that day we had found 71 people somewhere to stay. Only half of these individuals had phones, so mobiles donated by generous local companies were distributed to people who needed them. These proved a vital connection in the months ahead – when the daily call from our staff was often a client's only contact.



Last year, it was a big drive to get people in Westminster who were rough sleeping into accommodation. We had to encourage people to leave their patch, and explain the health benefits of coming off the streets, to get them to come inside. Then we stayed with them through that journey – and we did it well.

Junior McLeod,
Triage & Brief Intervention Advisor

Next steps – reaching out remotely

While our centre's doors had to close, our essential work continued. Most of the people responsible for our night shelter and day services were redeployed to set up and run emergency accommodation. Our facilities team spent the first few days ensuring staff who were usually based in offices at Adelaide Street were equipped with laptops, keyboards and phones. Our project in Clapham, which provides support and self-contained accommodation for rough sleepers, was able to stay open and safely offer a service to its 16 residents.

By 23 March 2020, when the order came to stay at home, some clients had already been moved to hotels or other accommodation and a few continued to sleep rough for various reasons. Staff in our housing and resettlement teams switched to supporting people by phone, email and virtually - offering in-depth housing advice and support towards moving people into more permanent housing.

Our specialist migration team kept busy providing immigration support to 117 people including 88 individuals from the European Economic Area – 15 of whom achieved settled or pre-settled status with our help.

REDUCING SOCIAL ISOLATION

Suj is one of our mental health leads and spoke regularly with her clients:

“Most of the people I support experienced isolation and boredom. I discussed how to occupy yourself with limited time outside to exercise and its effect on wellbeing. One of my clients was struggling. Yet his concern for me was so touching - and our common experiences helped us to connect.”

To combat loneliness, we fostered a sense of community through weekly newsletters, tips on social media, a dedicated website for clients and a creative project for clients in hotels. We offered opportunities for people to share stories and photos and even, understandably, to complain and vent. We had many messages of thanks telling us how much this was appreciated. Steve, who now had his own flat, was lonely and bored, and had drifted back to his old lifestyle. We helped Steve look for volunteering opportunities as a more constructive use of his time and we were able to refer him for drug and alcohol treatment.

Opening emergency accommodation

Zoe is a nurse who works closely with our clients:

“At the beginning we were treating people with COVID-19 on the streets. People were sleeping on benches outside of churches. The toilets were closed. People were thirsty and starving. So to be able to offer people accommodation has been lifesaving.”

In April 2020, The Connection took over an empty hotel (Inverness Terrace). We opened it as emergency accommodation for up to 80 people who had been sleeping on the streets, and experienced other issues like harmful substance use or mental health needs. We also went on to manage a second hotel for people who needed less intensive support.

Inverness Terrace was open to anyone - regardless of where they came from, their history or income. Our staff were there from 8am to 10pm, with security in place overnight. Guests accessed on-site help and advice from our partners. These included Turning Point, which specialises in supporting people with issues such as drug and alcohol use, and the NHS Homeless Team, who based themselves at the hotel two days a week.

Each person had their own self-contained bedroom, bathroom and kitchen. Three nutritious meals were dropped off daily at their door, thanks to the joint efforts of our catering team and colleagues at The Passage. This meant people didn't have to leave their rooms to shop for food, and put their health at risk.

George, 70, had been sleeping rough for 18 months, before he moved into Inverness Terrace. He was delighted to be off the streets and said:

“It's a relief to feel safe away from the virus. Out there, we didn't know what was going on. Here we've got everything - the nurses have even helped me with my heart medication.”

For some people, this was the first time in years that they had had the stability of regular meals and a roof over their heads. This solid foundation enabled many people to start to address their health issues and to make progress in their lives - including moving on from the hotel.

The scale of the project was new to us and some residents struggled with sudden lifestyle changes. But our staff rose to this challenge, which enabled us to offer the best possible outcomes for our clients under difficult circumstances.

How does sleeping rough affect your health?



People who sleep rough report much poorer health than the general population. They often have long-term conditions like chronic pulmonary disease or diabetes that if left untreated become very serious and they are at greater risk if they become ill. For those without a home, it is also very difficult to self-isolate.

If you have no phone or postal address, arranging medical appointments is hard and physical health becomes neglected.

Without basic health, both physical and psychological, it's difficult for anyone to begin their journey away from a life on the streets. That's why we work so closely with our colleagues in health services and why our services have a strong focus on resilience and recovery - working together and recognising strengths.



46/43

the average age of death for homeless men and women respectivelyⁱⁱⁱ

76/81

the average age of death for men and women in the general populationⁱⁱⁱ

8x

likelihood of rough sleepers attending A&E departments versus people in housing^{iv}

1 IN 3

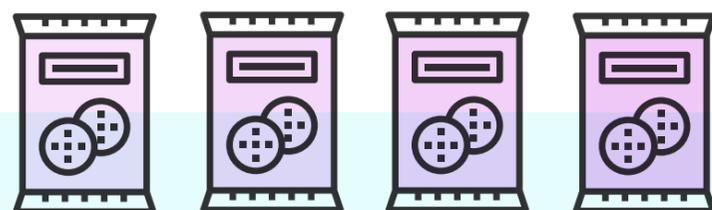
people who sleep rough say they are not registered with a GP^{iv}

20 March to 3 July 2020

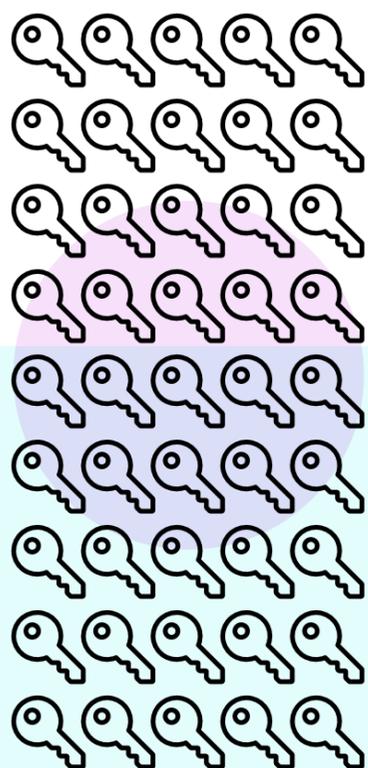
What we achieved



61,687 meals cooked from scratch



21,572 breakfast / snack bags delivered

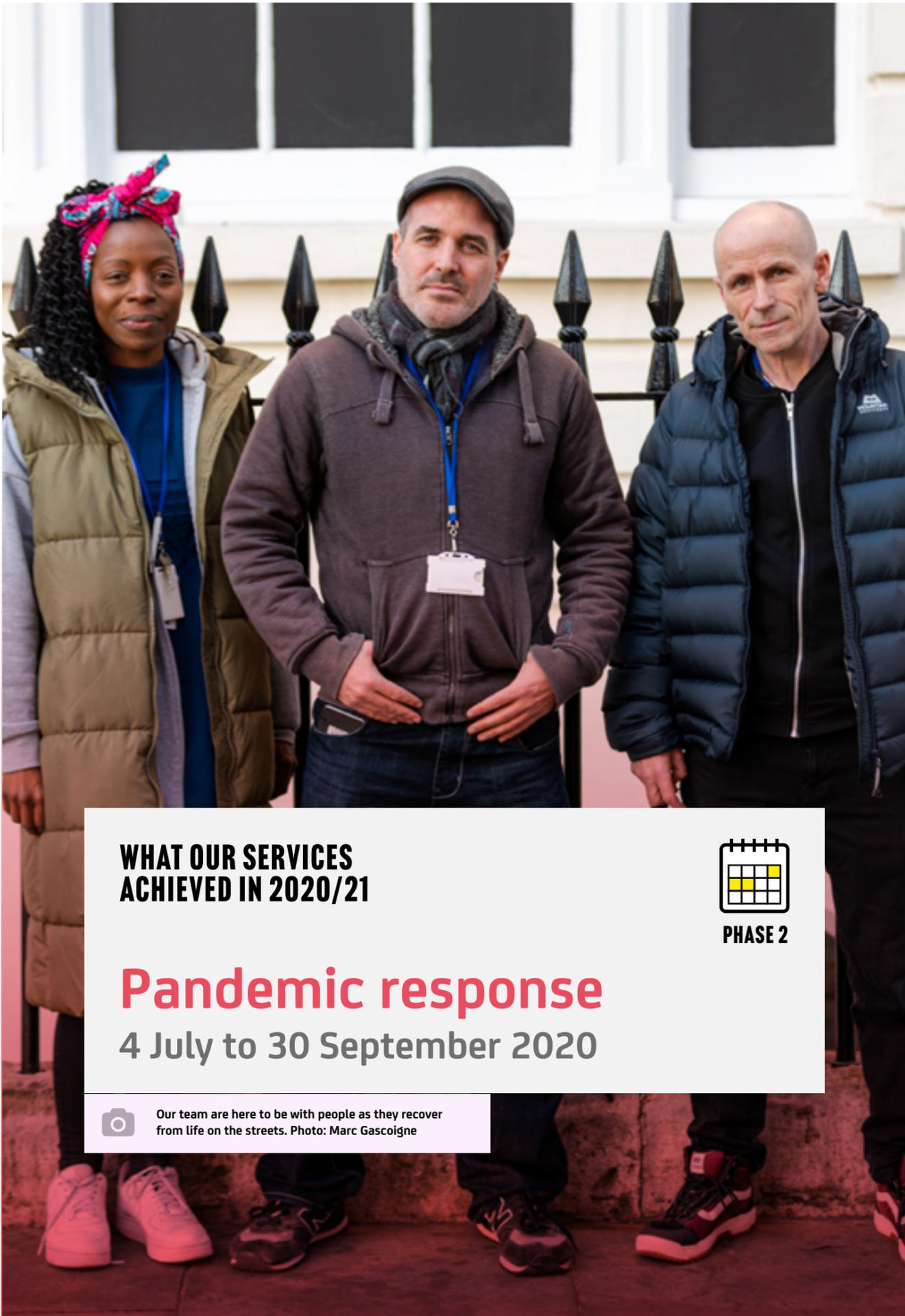


168 individuals helped into emergency hotels across London



82 migrants with EEA nationality helped with immigration issues

- + With our partners at The Passage, we prepared and distributed daily meal parcels to **350** people housed in hotels across London.
- + Our client communications and recovery programme kept people busy and connected during this time of change.
- + We opened temporary emergency accommodation in two former hotels.
- + Our staff worked with **443** people across the borough to liaise with our outreach, housing and resettlement, and migration teams to progress their individual situations.
- + We supported **70** people to move into short-term accommodation and **36** into longer term options.



WHAT OUR SERVICES ACHIEVED IN 2020/21



PHASE 2

Pandemic response

4 July to 30 September 2020



Our team are here to be with people as they recover from life on the streets. Photo: Marc Gascoigne

Cross-borough collaboration

As the first lockdown ended, we planned for the re-opening of our base in Adelaide Street. Westminster City Council set a deadline of 3 July for all 266 clients in hotels to be moved into longer term accommodation. This was challenging, as many of these people were facing complex situations – benefits issues, unclear migration status, or mental health problems.

The Westminster Homelessness Partnership brings together key charities in the borough including The Connection and the local authority. We worked together to keep people safe which meant that:

- + everyone in the hotels had a housing offer by 3 July
- + over 40 people moved to their own private rented homes
- + more than 70 people moved into supported accommodation
- + over 50 people moved into council accommodation.

We learnt a lot from this work and our partnerships with health colleagues. We took time to reflect on how our services might then develop, a process which continued into the autumn.

Reaching out to people on the street

As London began to open up in July 2020, there were more homeless people visible. Our Street Engagement Team (SET) were the first to return to the area around Adelaide Street after working in Inverness Terrace. The team was set up with partners from the private and public sector, to connect with vulnerable people on the streets who are disengaged from services.

Steve was often seen begging in the West End, but would become abusive if we approached him. Eventually Steve opened up about experiencing worrying health problems. We took a nurse out to see Steve, and she brought him to our day centre where his health could be assessed.

STEVE'S STORY

This gave us a chance to find out what had brought him to the street. During the day, Steve, who now had his own flat, was lonely and bored, and had drifted back to his old lifestyle. We helped Steve look for volunteering opportunities as a more constructive use of his time and we were able to refer him for drug and alcohol treatment.

During the day, homeless people from other parts of London gravitate to the West End. They often miss out on vital support because they are not picked up by the local night-time homelessness services. Many individuals have experienced trauma, and are stuck in cycles of dependency on alcohol and drugs.

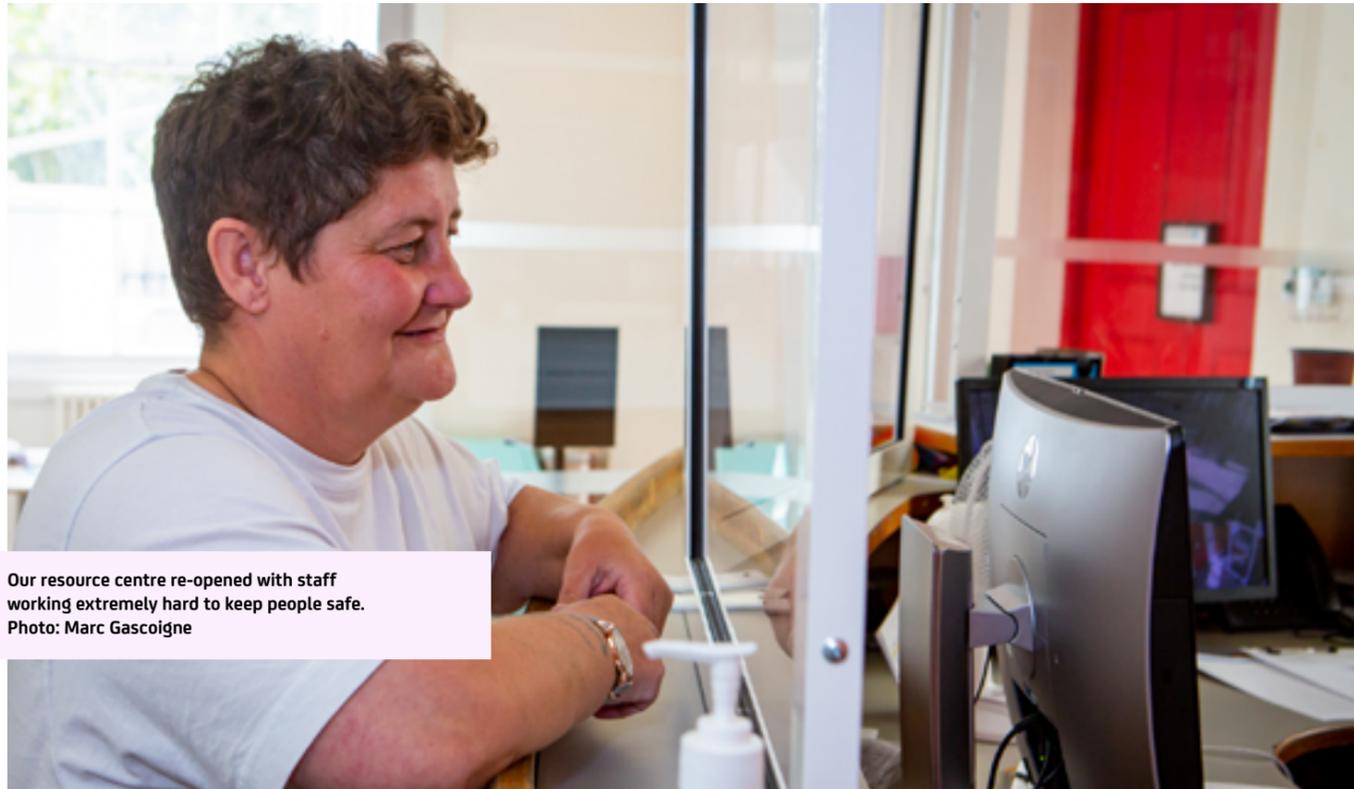
Tilly Scott, SET team leader, says: “We focus on building relationships – going outside every weekday targeting places where people are likely to be. As we get to know someone, we can start to help address their homelessness and get them the support they need.”

Tilly says: “The pandemic was a catalyst to get many of our clients housed who we would previously have been concerned would die on the streets.” But as the SET restarted shifts, there were issues, such as a lack of available open services. People who had turned up in Westminster during lockdown or missed out on emergency hotels were frustrated, and felt ignored. We worked hard to rebuild trust and to bring people back into our resource centre, which was calmer and quieter than before.

Later in the year, we re-opened the Outreach Prescribing Clinic in our centre. Delivered in partnership with the Dr Hickey Surgery, Turning Point and the Homeless Health Service (HHS), the clinic is a weekly drop-in service for people who are rough sleeping in the West End, but have no local connection to Westminster. It means they can access drug treatment prescriptions and healthcare without attending formal appointments.

Re-opening the resource centre

Public Health England legislation meant that communal sleeping spaces were no longer an option so in August we re-opened Adelaide Street’s doors, on weekdays. Our teams worked extremely hard to meet public health requirements – including extra cleaning and use of screens and PPE as well as introducing a bubble system and a one-way route in the building. To keep people safe,



Our resource centre re-opened with staff working extremely hard to keep people safe.
Photo: Marc Gascoigne

“I just jumped trains and Westminster was the first place I ended up.”

JACOB'S STORY

Jacob, in his twenties, came to London from the North in his teens. He says: “I just jumped trains and Westminster was the first place I ended up.”

Jacob ended up sleeping rough in the West End, but now he is starting to focus on his recovery. He’s working with Paul Grieve from the Street Engagement Team to tackle some of the challenges he’s faced and to move forward. Paul has supported Jacob after he left a short spell in prison, accompanying him to his GP, and ensuring his benefits were in place.

Jacob is hoping to eventually move into longer term accommodation - a shared house with staff on hand while he gains confidence in living independently. We will carry on supporting him as he adapts to his new situation.

He is exploring opportunities to increase his skills and work experience.

Paul says: “As staff, we can have a plan which we’ve developed with an individual, but it won’t move forward if they’re not on board.”

numbers were limited to 40 people each day. We prioritised people who were rough sleeping and those who were referred to us by local partners.

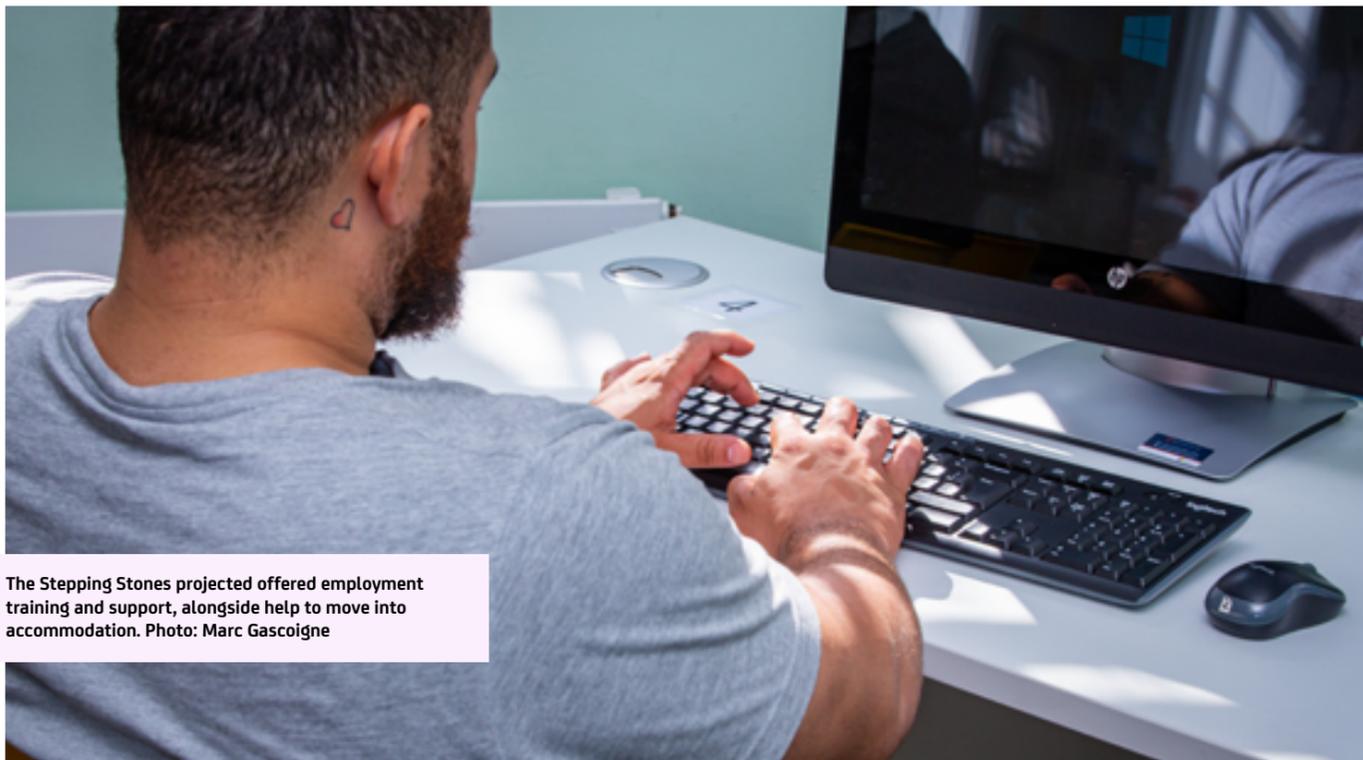
The centre offered the essential facilities which clients told us they needed most: food, showers, laundry, and access to electricity to charge phones, and IT. As people arrived, our engagement and assessment team sat down with them to learn about their situation, and what support they needed. This included making sure health issues were dealt with by visiting NHS nurses.

Reconnecting and resettling clients

Increasingly in person but also by phone, our staff supported clients with housing, mental health and other needs. Many people turn up here from outside the borough and end up sleeping rough in Westminster, without being aware of the lack of help or housing available. Where possible, we encourage people to re-connect with their home area and family – which might be overseas or elsewhere in the UK.

This often gives people the best chance of securing housing and the right support. The team helped several clients with flights and other travel costs. They also made sure that local support services were available - as some had closed temporarily due to COVID.

Our Private Rental Sector Development Worker, Natasha Gyseman, liaised with Westminster City Council and the Passage Resource Centre to help move people into private rented accommodation. Her skills were essential in setting up people's rent payments and tenancies properly. Later in the year, she created resources to equip clients with tips and training for moving into private rented housing.



The Stepping Stones project offered employment training and support, alongside help to move into accommodation. Photo: Marc Gascoigne

Stepping Stones to work

Our support for people into jobs and training was put on hold in the first lockdown. Over the summer, we piloted a partnership with Westminster Council. The Stepping Stones programme supported 15 clients with no access to public funds to secure work as their route off the street.

The programme housed each client for a three-month period. We worked closely with Westminster Council to offer employment training and support, and then help people move into accommodation. This training and support included:

- + Improving skills and job prospects through English language classes
- + Help to gain the skills and accreditation to work on UK construction sites
- + A laptop or tablet to assist their search for work
- + Interview clothes for employment fairs and job interviews.

Thanks to Stepping Stones, which ended in October, seven people were successful at finding work.

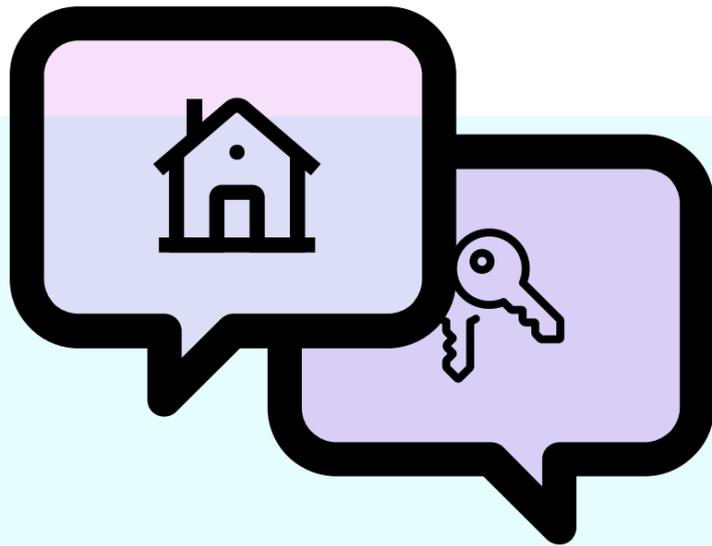


Dave leads our engagement services for people sleeping rough. Photo: Marc Gascoigne



4 July to 30 September 2020

What we achieved



139

people received support and in-depth housing advice



17

people were safely housed and supported in St Martin's House



15

people improved their employability and skills as part of the Stepping Stones project

+ As part of the Westminster Homeless Partnership we successfully decanted all the hotels opened under the Everyone In initiative, with **266** rough sleepers offered new housing by 3 July. + We re-opened Adelaide Street providing vital essential facilities for people who were rough sleeping, which met public health requirements. + **34** people received individual support from the Engagement and Assessment team. + **89** received immigration support from our migration team – and we supported **15** people with successful applications to the European Union Settlement Scheme (EUSS) + Our Street Engagement Team connected with **176** people rough sleeping in the West End. + We began our consultation on how our services could best support those most in need.



WHAT OUR SERVICES ACHIEVED IN 2020/21



PHASE 3

Steps towards recovery

1 October to 31 December 2020



Our Recovery & Opportunities team brings together recovery activities, skills and employability, volunteering and client involvement. Photo: Marc Gascoigne

The measures put in place for people who were homeless in March and April were incredibly successful. But once emergency hotels closed, there was a lack of suitable accommodation. We needed a new solution so people sleeping rough in Westminster had somewhere to stay while waiting for a permanent home.

During the second lockdown in November, our resource centre stayed open as its rigorous safety measures met new public health requirements. We kept non-essential staff at home as London moved to higher tiers. The Government did not repeat the 'Everyone In' initiative, though they funded extra hotel capacity for people who were rough sleeping and clinically vulnerable.

While the levels of rough sleeping remained lower than pre-pandemic, in the autumn, there were at least 242 people sleeping rough in Westminster, according to the snapshot overnight count (350 in November 2019).

A bridge between the streets and independence

In October 2020, we opened The Bridge, in a former hotel, with space for up to 39 guests, in partnership with Westminster Council and the then Ministry of Housing, Communities and Local Government. This offers temporary accommodation and support to men and women who were rough sleeping and faced barriers to leaving the streets, such as mental and physical health needs or addiction. Three places were for women fleeing domestic abuse, jointly managed with The Green Room.

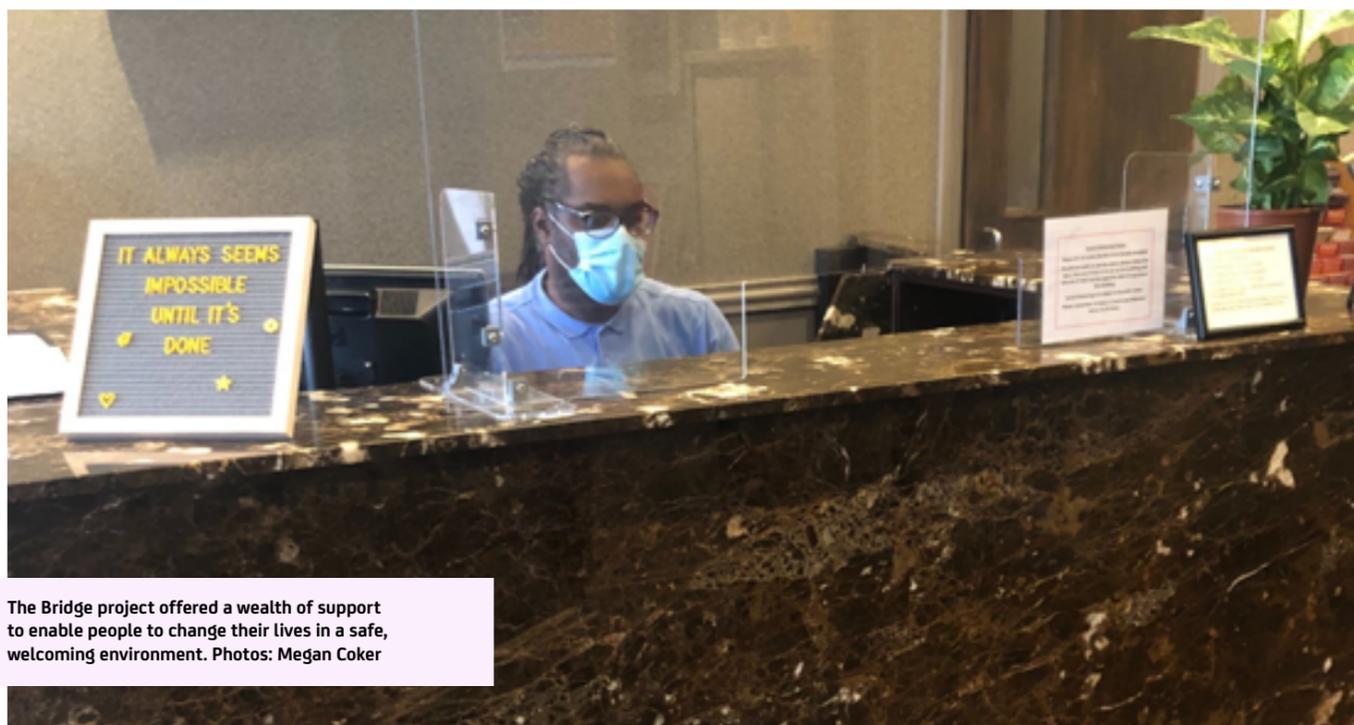
The Bridge provides a wealth of support to enable people to change their lives in a safe, welcoming environment. They are treated as hotel guests rather than hostel clients with paperwork and conditions kept to minimum. Here everyone has their privacy - self-contained bedroom, bathroom, kettle and microwave, with three meals a day provided. The Bridge also accepts pets.

Manager, Ian Scott, led an experienced team working round the clock. He says: "If someone wants a coffee, the staff sprint to get it. People start to respond because they feel that people care. By working together, we get good results because the client feels supported, and the outcomes have been outstanding for people moving on into other accommodation."

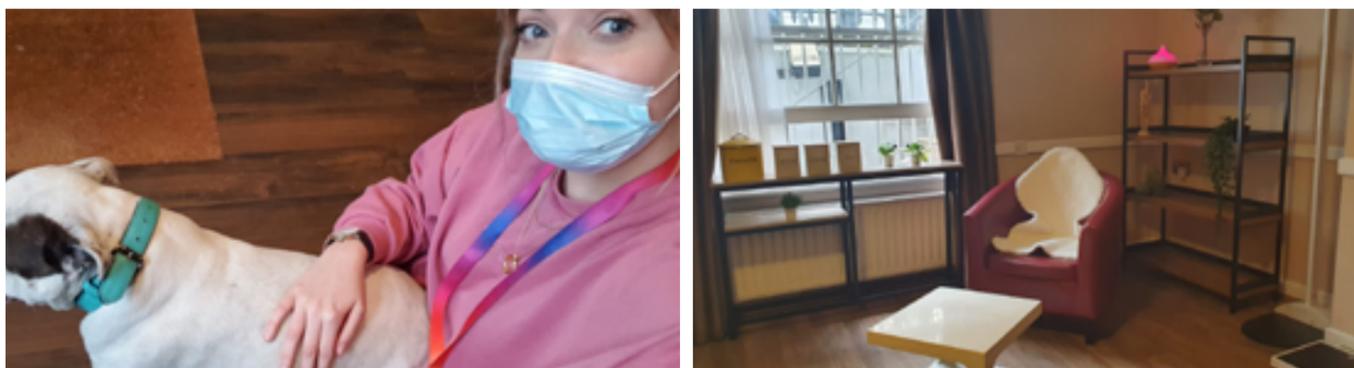
Health services such as speech and language therapy, psychological, drug and alcohol support – are offered on site. Nurses are based at the hotel twice a week, providing a health screening as each guest arrives.

Many people who've not settled elsewhere are happy and flourishing here. Angie moved to The Bridge after sleeping rough for 17 years. She says: "When I first came in, I used to sleep during the day and wake up at night because that's what I used to do on the streets. I feel like my confidence has been brought up and I feel more secure. This place has turned my life around, it has saved my life."

The Bridge's original funding was extended and we are working with Westminster City Council to identify a permanent home for the service.



The Bridge project offered a wealth of support to enable people to change their lives in a safe, welcoming environment. Photos: Megan Coker



A place of stability and support

St Martin's House is a 16-bed supported housing project in Clapham specifically for people who used to sleep rough and need extra help to live independently. It provides support and a self-contained flat for up to two years as a stepping stone to a more permanent home. This continued throughout the pandemic, with safety measures and precautions put in place to keep residents and staff safe. People complied well and supported each other but some found the isolation challenging.

Working together we saw a big rise in people's involvement in activities. Residents contributed to staff recruitment, supported Christmas preparations, and gave feedback through surveys and remote one-to-one sessions. One person completed Construction Skills Certification Scheme training and subsequently got a job. Another resident moved into sheltered housing. The garden became a focus for emotional wellbeing support through recovery activities and one-to-one art sessions. Our plans are to expand these activities in 2021/22 and to work with architects to re-develop the project's garage as a communal area for meetings and activities.

When we met 'Moussa', he was destitute and had lost track of his asylum claim. We supported him through the complex asylum process and helped him to reconnect with his immigration solicitor. He has now been granted refugee status after several years on the streets. This means Moussa can finally work and access public funds, enabling him to get support if he needs it.

MOUSSA'S STORY

Supporting non-UK nationals

Around half of people rough sleeping in London are non-UK nationals. Many have been here for years, while others have recently arrived, seeking work, or protection as refugees or asylum seekers. Individuals are often traumatised by their experiences, lack documentation and face complex legal issues. Many people do not have access to public funds or statutory support because of their status.

The pandemic left many people destitute as some organisations for migrants closed. While they were given the right to emergency accommodation in the Everyone In initiative, this was finite.

Our specialist migration staff are regulated to provide immigration advice and services by the Office of the Immigration Services Commissioner. They worked hard this year to offer support, advice and expertise to help non-UK nationals find a route out of homelessness, by:

- + helping them understand their entitlements and routes to legal status in the UK
- + supporting them to obtain vital identification
- + advocating for their rights and supporting them through the immigration system
- + supporting them if they wish to return to their country of origin (though few do).

Resolving an immigration situation means someone can gain work, access support and build a life in the UK. We worked closely to link clients with legal representation and advice on how to access asylum support and entitlements. We also encouraged and assisted people from EU10 countries (those which joined the European Union in 2004) to register with the EU settled status scheme to regularise their status in the UK post-Brexit.



37%
of the people we supported came from the European Economic Area

44%
of the people we supported were from the UK

LISTENING & LEARNING

From July to October, we ran a consultation with our staff, partners, clients, volunteers, supporters and wider stakeholders, asking for their views about:

The pandemic's impact on people sleeping rough in Westminster

What services were needed the most at the time

Where we should focus services in the future

Involving clients in shaping our services is central to our work. To gather the views of people with lived experience of homelessness, we called clients and a member of our Client Advisory Panel and a manager went onto the streets to collect responses. 76 people took part. We asked -

How has the pandemic affected homeless people?

While a few people said their lives had been improved because they moved into accommodation, many reported difficulties, such as getting hold of essentials. Others reported that:

limited internet access made it hard to maintain Universal Credit claims

some people either lost a job and/or were unable to find work

they faced barriers to services such as day centres, libraries and job centres

their wellbeing was affected by lack of face to face and social contact

What homelessness services matter most now?

For people still rough sleeping: showers, laundry, food and internet access were their top priorities, alongside housing support and employment advice

For those living in accommodation: support with their mental health, physical health and getting access to the NHS was critical. They also prioritised internet access, activities and volunteering

Which groups do you see as most in need of support?

Almost 50% prioritised people with more than one need e.g. mental health as well as homelessness

25% saw women as particularly vulnerable, followed by people needing support to get into work

Reshaping our services

Using the insights from all the consultations, as well as our experience, we identified a unique opportunity to make real progress with some of the most vulnerable people on the street. Giving people a roof over their head is not usually enough - many people have other needs that must be addressed to enable them to recover from homelessness and thrive in accommodation.

Staff and clients had told us of the pressures on time and resources in our busy centre pre-pandemic. Our proposal was to focus on offering longer term and more intensive support to a smaller group and to restructure our teams to deliver this.

But people told us that The Connection should still be a place for people to turn to when they have nowhere else, regardless of the complexity of their needs. They voiced concerns about what would happen to those who were not eligible for our proposed model. So we invited our front line staff teams to explore two options for our future service; one focused on clients with complex needs and another that would see The Connection introduce a shorter-term service in order to maintain an 'open door'. The two groups began to converge during the process and we reached a broad consensus about our new approach.



Pete, our Resources Centre Manager, with team member, Geos. Photo: Marc Gascoigne

We embarked on a second round of focus groups and client surveys to ensure that the voice of homeless people continued to guide and shape our thinking. We listened to this feedback and changed our model, continuing to refine our thinking over the next few months, for a planned launch on 1 July 2021. Pete Mason, Resources Centre Manager said:

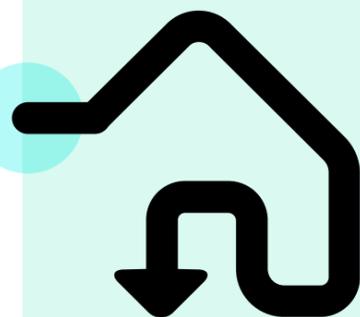
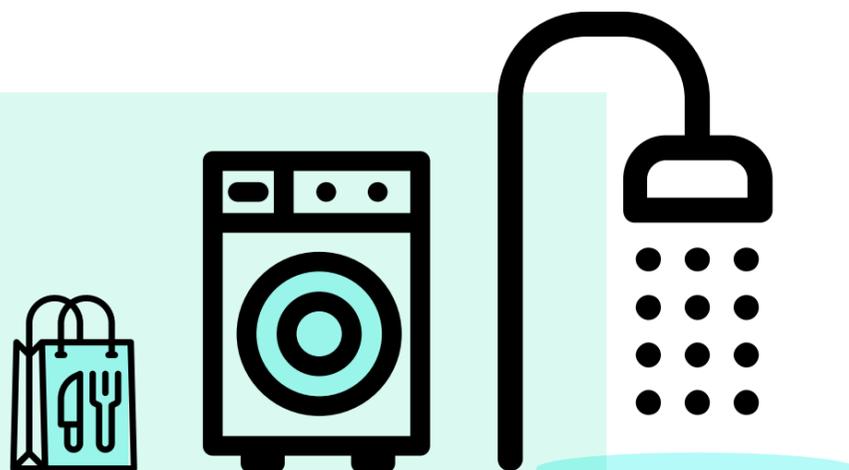
“The new service means lower numbers of people here, so we can focus more on individuals. We also have a clearer pathway, so when people come through our door, they know what’s happening and that there’s going to be an outcome. It’s a better service for clients and a greater understanding about what support they’re getting.”

1 October to 31 December 2020

What we achieved

252

individuals attended the day centre to use facilities and to pick up food parcels



30

people sleeping rough were supported by the Street Engagement Team to move into accommodation

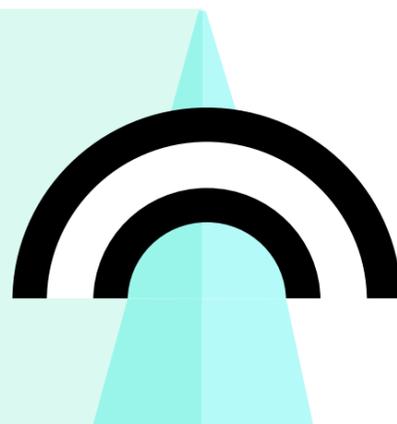
44

people received individual support from the Engagement and Assessment team



52

people were supported and housed in The Bridge during this quarter



- + We re-opened our weekly Outreach Prescribing Clinic which supported **13** people, several of whom moved into housing as a result of this engagement.
- + The Housing and Resettlement team passed their audit for the Advice Quality Standard (AQS) which demonstrates our service is accessible, effectively managed, and we have the skills and knowledge to meet the needs of clients.
- + **77** people received immigration support from our migration team – and we supported **8** people with successful applications to the European Union Settlement Scheme.
- + **16** people were safely housed and supported in St Martin's House.
- + **138** people received support and in-depth housing advice.
- + **76** people shared views about how our services could support homeless people.



**WHAT OUR SERVICES
ACHIEVED IN 2020/21**



PHASE 4

Rebuilding for the future

1 January to 31 March 2021



At The Connection, we offer opportunities to help rekindle a person's knowledge, where they can share ideas and develop interests. Photo: Martyna Przybysz

Despite the lockdown restrictions that were in place at the start of the New Year, we were able to keep our centre open. The procedures we had put in place following re-opening in August, and then continued to implement, proved effective in keeping everyone as safe as possible.

Throughout this quarter, in addition to helping to shape our new way of working and running our accommodation projects, staff continued to offer help by phone, on Zoom and increasingly in person at our centre on a range of issues including immigration, housing, benefits and employment. We also launched two new initiatives.

Coming in from the cold

It is hard to keep warm and find shelter on the streets when the temperature drops. There are health consequences from the cold weather and people with long-term health conditions are at particular risk.

This winter the lack of night shelters made it more difficult for people with no immigration status to get housed. On 21 December 2020, Crisis opened their hotel accommodation for two weeks and we were very fortunate to be able to access this safe space for clients. Many were able to stay longer as the exceptional cold weather arrived in January.

This had triggered the Severe Weather Emergency Protocols (SWEP) – a set of measures put into place following the Met Office's severe weather warning. Led by the local authority, SWEP is designed to provide short-term, temporary shelter for anyone sleeping rough, wherever they are from. The Connection was part of this joined up approach which helped protect the health and wellbeing of our clients.

Protecting people from COVID

As COVID cases rose, there were continued concerns about how vulnerable people might be to infection. With homeless sector colleagues and the North London NHS clinical commissioning group, we successfully advocated for staff and clients to be part of the phase 2 of receiving vaccinations.

Adelaide Street was at the heart of a vaccination drive for homeless people which we helped coordinate in Westminster. NHS colleagues set up a temporary clinic in the building and also visited The Bridge and St Martin's House. Teams of staff and volunteers from The Connection, The Passage and the service user organisation, Groundswell, went on to the streets, often with a nurse or paramedic. They let people know that they were eligible for a vaccination and helped allay any fears or worries.

This led to over 30 people receiving at least one vaccination by March with many returning for a second dose in April. This collaboration amongst the Westminster Homeless Partnership and with the NHS enabled us to support people who often have poorer health than the rest of the general population, and keep rates of COVID low.



We developed a new programme of groups and activities including art to support recovery. Photo: Marc Gascoigne

Supporting recovery and offering opportunities

Our new Recovery & Opportunities team was set up in the autumn to bring together our recovery, skills and employability work, volunteering and client involvement. While COVID restrictions prevented group activities, the team explored new ways of supporting recovery including:

- + trialling one-to-one Skills and Opportunities support, which had a really positive response and has been particularly successful with residents at St Martins House
- + reviewing and developing our volunteer programme with a cross-organisation working group
- + reviewing our client involvement and preparing for a new strategy in 2021/22
- + looking at how our art activities could support the new service model
- + piloting COVID-secure art sessions for guests at The Bridge.

Using the insights and experience gained, we developed a new programme of groups and activities ready to be delivered across all of our sites. This will launch in summer 2021, to support people in their recovery and move them towards social and community integration.



Our individual skills, passions and interests are often the very things that make us feel human and resilient. But these may be the first parts of someone's life that are forgotten when they become homeless. At The Connection, we offer opportunities to help rekindle a person's knowledge, where they can share ideas and develop interests. By taking part, many of our clients feel more able and inspired to move away and stay off the streets.

Steve Huddleston,
Recovery Programme Coordinator

Skills and employment

Our Skills and Opportunities Co-ordinator, Marina, is a member of this team. During the year she supported 47 clients to improve their skills and employability and get them closer to work.

“We have all embraced new ways of working, mainly remotely. This meant more availability rather than less. Flexibility is key: online, phone calls, even visiting clients' workplaces have been used to keep in touch. It's opened our mind to opportunities we would not have considered before. By supplying them with laptops, we've enabled several people to attend online training (such as for construction qualifications) – reducing another barrier to work.

There has been a rise in job opportunities. And many clients have had the (time limited) security of free hotel accommodation. It's a chance for people to find work and possibly save enough for a deposit for their own home. Our vaccination drive also helped people feeling safe enough to take up employment or training.”

A new response to women experiencing homelessness

When her fiancé died, Karen, lost her home because the council flat they shared was listed in his name. Karen came to Westminster to sleep rough as she found it too painful to stay near where she lost her partner. After two years, she acquired a local connection to Westminster and could be referred to local services. We linked her up with a women-only hostel for people with multiple needs. Karen visited the project with the support of our Street Engagement Team (SET) and was offered a room. Karen says she is happy in her new home and now uses her time productively by attending art therapy and jewellery making activities every week.

KAREN'S STORY

In February, the Women's Development Unit was set up. A joint project between The Connection at St Martin's and Solace Women's Aid (Solace), the unit works collaboratively with women, services and stakeholders across the capital. It is funded by The London Community Foundation and Evening Standard Initiative, The Homeless Fund.

Anecdotal evidence suggests that women avoid homeless services because they are perceived as a 'male space'. By combining expertise in addressing homelessness and violence against women and girls, this project will map out a strategy for women's homelessness and rough

sleeping, spot gaps – for example, in emergency accommodation and specialist support services - and plan how these can be reduced.

Fiona Dwyer, CEO at Solace said:

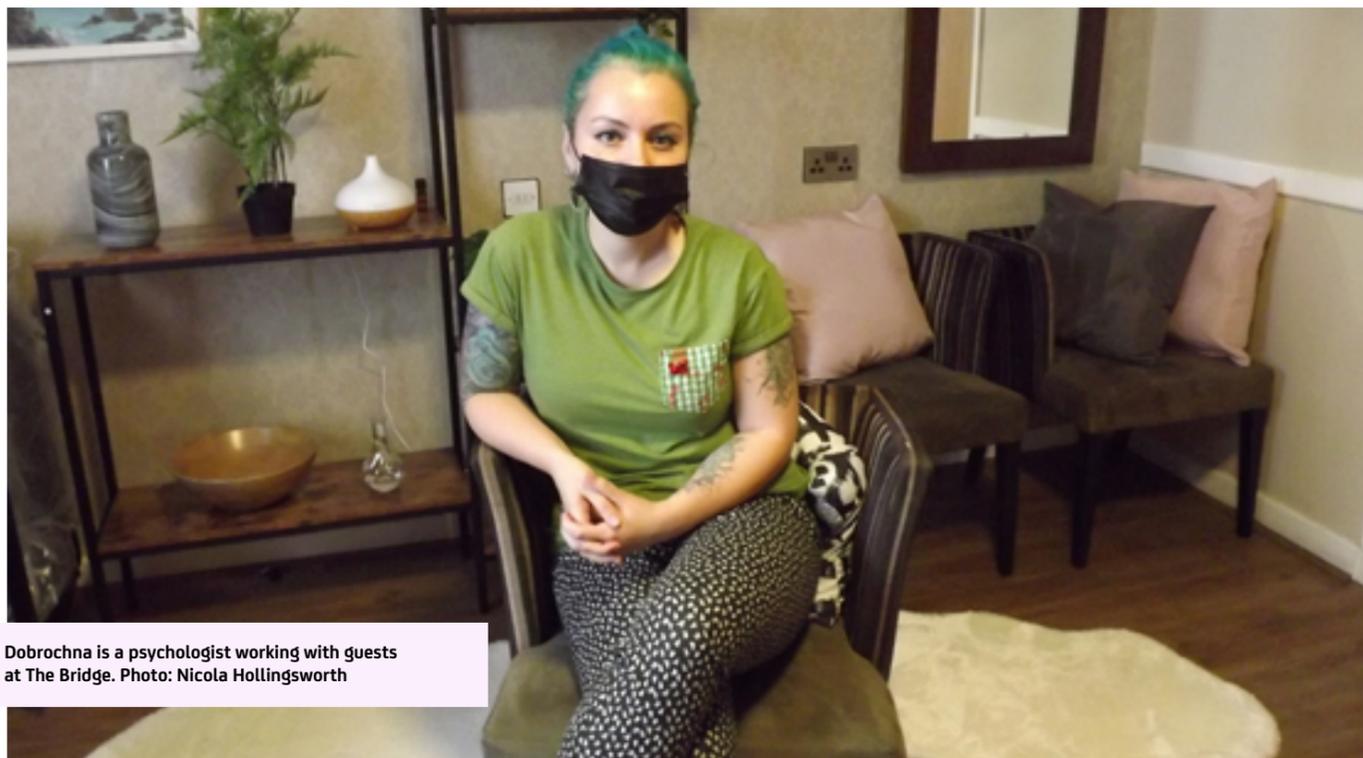
“Women with experiences of homelessness have disproportionately suffered violence and abuse in their lives and often continue to do so. By working together we want to ensure that services understand the experiences of women and respond to the risks and needs that are a day-to-day reality for homeless women in London.”



47%
of clients who received an in-depth assessment had a mental health need

Responding to trauma

A single night on the streets is a traumatic event in itself. But the constant uncertainty of rough sleeping coupled with past events - bereavement, or relationship breakdowns - can be challenging.



Dobrochna is a psychologist working with guests at The Bridge. Photo: Nicola Hollingsworth

Dobrochna is a psychologist working with guests at The Bridge to improve their mental wellbeing. She says: “Being on the streets causes someone to be in ‘threat’ mode. This can lead to developing or furthering anxiety and depression - which people may try to control by using alcohol or substances. Inside, sleeping in a bed and an enclosed space, can make it difficult for people to adapt. For our clients the opportunity to learn about

addressing their emotional needs is very important. This could lead to them to start prioritising themselves in a healthy way in the future.”

We base our services on the principles and practices of a Psychologically Informed Environment (PIE) and are integrating psychological support into our services. PIE is designed to account for the thoughts, feelings and experiences which may affect the behaviour of those it is striving to support. This along with Trauma Informed Care, is widely accepted as one of the most successful approaches to supporting people experiencing homelessness. We're delighted to be working with the South London and Maudsley NHS Trust to really embed this in our work during 2021.



17%
of those who reported a mental health need were receiving mental health support

Surroundings matter

The physical environment in which we work with people is also important. We've taken care at The Bridge to ensure a welcoming and calming place for guests. And at St Martin's House, plans are



Clients and staff work together to tend plants and create a thriving garden. Photo: Marc Gascoigne

in place to create a space for people to meet together inside and to maintain the project's courtyard and thriving garden. We've invested in our resource centre at Adelaide Street so it now offers a more relaxing and positive space for people. Our facilities team spent months during the pandemic decluttering, cleaning and sprucing up the building. Local businesses have generously helped us furnish the building – we are so grateful for their support.

1 January to 31 March 2021

What we achieved



34

people took part
in our recovery
and opportunities
activities



102

people sleeping
rough worked
with the Street
Engagement Team

58

people moved
into new
accommodation
with our support



- + **136** people were offered housing and resettlement advice.
- + **136** people worked with our migration team.
- + **18** residents were supported at St Martin's House.
- + **62** guests were given wraparound support and accommodation at The Bridge.
- + We set up two new strategic projects – the Women's Development and Systems Change projects – to improve London-wide and Westminster's services.
- + We worked with partners to bring clients in from the streets in the harshest spells of weather.



WORKING OUT THE RIGHT PATH FOR OUR CLIENTS - OUR NEW MODEL

Everyone coming to our centre sits down with a member of the Triage and Brief Intervention (TBI) team to discuss what they want to achieve and what they need. Based on this, the TBI team identify with people which path and level of support is right for them.

We offer two levels of support, tailored to an individual's situation and aspirations:

Short-term support and advice – helping people to search for and get into work and access accommodation, linking into other services which people to move away from the streets – and offering access to opportunities that help people to build the skills, confidence and resilience to recover from homelessness.

Longer term, more intensive support – for people who are rough sleeping and may also have mental health issues, physical health issues or harmful substance use. We enable people to access the full range of support services delivered on and off site as well as our recovery and opportunities programme. We work intensively with people at their own pace – supporting them to recognise their own strengths, recover from crisis and move away from the streets for good.

Experienced staff are always on hand to support people to access other services which aid their recovery. This could be a referral to receive migration advice, or work with the specialist Housing and Resettlement team, taking part in our recovery and opportunities programme to gain new skills, linking into medical services or getting support to find work.

 Sergiu leads our new partnership project bringing together other practitioners to challenge barriers to leaving the street. Photo: Martyna Przybysz



Other highlights of our work 2020/21



Our busy kitchen provides food for people using our services at The Bridge and our resource centre.
Photo: Marc Gascoigne

Enterprise team - What's on the menu?

On the streets, it's hard to get food at all, let alone food that's nutritious. Before the pandemic, our enterprise team ran the Adelaide Street kitchen, offering healthy lunches for people in our day centre. In lockdown their role expanded to feeding people in emergency hotels. Working closely with our colleagues at the Passage, our two chefs and volunteers achieved a huge amount.

Many generous organisations donated food throughout the year, including John Lewis, Pret A Manger, The Connaught and many smaller independent businesses.

When the emergency hotel accommodation closed in June, the team began catering daily for up to 40 people in Adelaide Street and then guests at The Bridge who receive a hot meal, snacks with breakfast and lunch on top.

Our enterprise team adapted during the pandemic to set up an on-line vegan bakery (Poster Bakes). Launched in August 2020, Poster Bakes developed mail order baking kits - with 2000 mince pie kits sold over Christmas as well as hundreds of hot cross bun kits in the early spring.

Communications

With the changes brought about by the pandemic it was vital to keep our 2,000 supporters, staff, clients and others in touch with what we were doing. The pandemic saw us move much of our communication online and improve our digital presence. We supported Crisis' Home For All campaign, calling on government to ensure that everyone across Britain has the security of a safe and settled home during and in the aftermath of the pandemic.

Thanks to the support of two generous companies, Bulletproof and Finsbury Glover Hering, we were able to improve how we communicate – including developing a new look and feel for the organisation for launch in 2021. This is part of our planned step change in communications – so we reach the people who need our help and connect better with those people and organisations who can support us. Colleagues from Crisis and The Frameworks Institute also worked with us on how to tell a better story about homelessness, based on their research into public perceptions of the issue.”



1,105
people were supported by The Connection to recover from homelessness in 2020/21

350
clients provided in the first lockdown with 3 meals a day – one hot evening meal, soup, sandwiches, snacks and breakfast pack

12
hotels and hostels in Central London provided with food each day

186
volunteers from different organisations providing support

90%
of expenditure was on charitable activities

Our valued partners

THE FRIENDS OF THE CONNECTION

The Connection's Fundraising team have been working more closely with sister charity, the Friends of The Connection, a membership organisation which raises funds on our behalf. The Friends is run by a dedicated Trustee board who make an incredible difference through their support to the homeless people with whom we work. Many of the Friends' face-to-face activities, including the annual Friends Day event, and key fundraising activities, had to move online during the pandemic. Despite these challenges, in 2020/1 the Friends of The Connection had another successful year, raising £311,406.

Their support for our work is unwavering and we are extremely grateful to the Friends for their fantastic ongoing commitment.



Our clients featured in the hugely successful BBC Radio 4 Christmas Appeal, led by St Martin's Charity. Photo: Marc Gascoigne

ST MARTIN-IN-THE-FIELDS PARTNERS

At the start of the pandemic we worked closely with colleagues across the St Martin's site on an emergency appeal. A joint campaign with St Martin-in-the-Fields and St Martin-in-the-Fields Charity, Keep Our Doors Open, was launched to invite support for our pandemic response, and to

keep people updated on our work. Thank you to everyone who supported this appeal during the first months of lockdown.

Three of our clients featured in the hugely successful BBC Radio 4 Christmas Appeal in December 2020, led by St Martin's Charity. Their long-standing support makes a transformational difference to our work for people facing homelessness. The Christmas Appeal also provides an important platform for The Connection to speak about the issues our community of clients face and raise awareness of our work. This year, St Martin's Charity donated £1 million to The Connection - we hugely appreciate their committed and constant support.

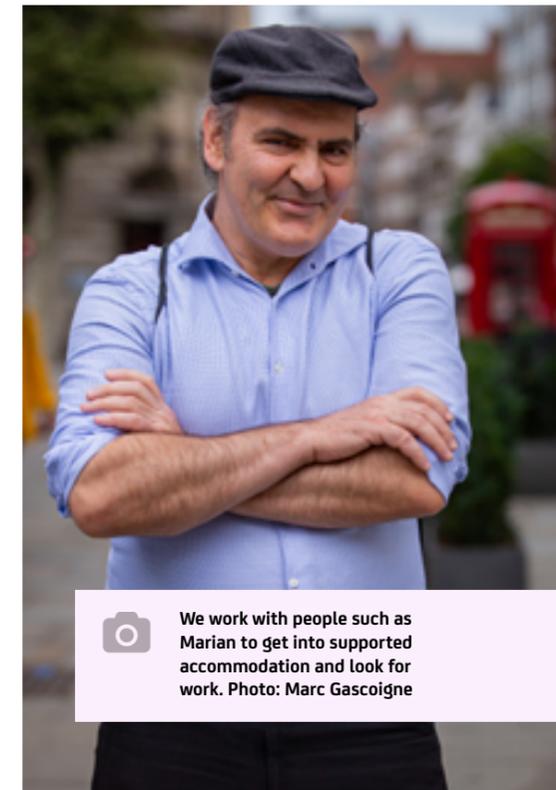
We are delighted to join forces in 2021 with St Martin-in-the-Fields Trust on a two-year capital appeal, 18 Keys, which will see us raise funds jointly to develop an innovative approach to supporting women with long term experience of rough sleeping in London. This model will act as a blueprint for women facing multiple disadvantages and its impact will be shared to help address the gap in services for women with long term experience of street homelessness.

Collaborating for success

We're only able to deliver the quality of support, and work with our clients to achieve the fantastic outcomes that we do, by collaborating with colleagues in the homeless sector, with local government, with health and social care teams and charities. We are delighted to be partnering with Solace Women's Aid on the Women's Development Unit. We have continued to work closely with organisations including Scotscare, Praxis, the supporters of the Street Engagement Team, and the London Homelessness Collective.

The Connection is part of the Westminster Homelessness Partnership (WHP), a group of organisations working together to end rough sleeping in Westminster. The WHP identifies barriers to ending rough sleeping and seeks to act collaboratively to address them. In February, we started work on a systems change project which brings practitioners from different organisations and disciplines together to challenge barriers to leaving the street. This is helping us in our strategic aim to improve the quality and impact of our services, working with people to overcome homelessness.

At any one time, we estimate there are hundreds of people with complex needs, who are either already sleeping rough or at risk of doing so. This project will focus on finding new approaches to working with people with multiple needs. There is a tendency to create a patchwork of new innovations, resulting in complicated and confusing systems. We need to think differently. A systems change approach will help us understand how we can best work together.



We work with people such as Marian to get into supported accommodation and look for work. Photo: Marc Gascoigne

Our valued supporters

Our supporters are incredibly important to helping us deliver our services to people sleeping rough in central London. We rely on donations and we aim to raise more money to be there for the increasing needs of the people we work with.

We expected the pandemic to impact fundraising activities in 2020 and in some ways it did, but people still found a way to raise funds for The Connection. Here are a few:

JAY'S VIRTUAL PUB QUIZ

It started off as a quiz between mates, and ended up with Jay Flynn becoming a nationally famous 'pub quiz star' in lockdown. Jay went on to pose questions to over 180,000 people every week and raised nearly £50,000 to support our work with rough sleepers.

For Jay, the death of his grandfather, losing a job and a relationship that didn't work out led to him becoming homeless. After sleeping on the streets for two years, Jay came to The Connection when one of our team left a card by the bench where he slept.



With our help, Virtual Pub Quiz master, Jay re-built his confidence and got his life back again. Photo: Martyna Przybysz

Jays says: "That first day was absolutely incredible. I got to speak to Pete, a (key) worker, and told him all about my situation... it was the first time in two years someone wanted to help me."

With help from The Connection, Jay got into a hostel and then his own place. It was through activities, sport and mental health support, that he re-built his confidence and got his life back again. Jay, who now lives in Lancashire with his family, went on to work in hospitality and pubs, eventually becoming a pub landlord before his online success. We are so grateful for Jay's support – particularly during the COVID-19 pandemic.

VIRTUAL PILGRIMS

The Connection has for many years hosted a Pilgrimage from St. Martin's to Canterbury Cathedral, ending with a service there on the May bank holiday. A dedicated group of walkers, including clients, has made the historic Pilgrimage of 74 miles, raising money and awareness and sleeping overnight in church halls.

With COVID restrictions, this event switched to a 'virtual' pilgrimage throughout August. This meant that participants were able to walk and track miles wherever they were during the month and to join in when and how they wished. Over 70 people took part this year – an incredible effort. We are looking forward to returning to the roads in person in August 2021.

AMAZING INDIVIDUALS

Gabe decided to support The Connection after his own experiences of homelessness. After a relationship breakdown, losing a business contract, and then without money to pay his rent, Gabe was evicted. It was a business client and friend who one day asked him how he really was. For the first time Gabe spoke about his situation, and his friend offered him a room. "She saved my life in more ways than she will ever know." Since then, Gabe has begun rebuilding his life, with the help of his close friends. Gabe raised over £1,000 for The Connection by running 100 miles and sharing his story.

Flora decided to challenge herself to run all of the Tube station routes in London. After encountering many homeless people on her runs, she began thinking about fundraising for a homeless charity. She says: "The Connection are a hands-on charity, dedicated and passionate, supporting those who find themselves homeless but also looking for solutions."

Sharon ran a virtual local Milton Keynes marathon after the Brighton Marathon was cancelled in 2020. "I wanted my first marathon to be something special and so running not just for myself, but also for a charity, was an easy decision. When the going got tough in the marathon, was able to focus on the generosity of my sponsors, and how my aching legs might help someone improve their situation." Sharon also held collections at her Church and raised over £1,000 for The Connection.

A special thank you to those individuals and their families, who gave such generous bequests to support our work with people who are homeless and sleeping rough.



A big thank you to people that support us. There are lots of people out there that really need the services that we're offering. The need is always changing but, even more at the moment, you have to be able to respond very quickly to what's going on and to people's needs. And that's why your support is really important.

Dave Yianni, Head of Engagement

COMMITTED CORPORATES

Throughout the pandemic we saw a phenomenal response from our corporate partners and Westminster businesses. From local cafes giving us the contents of their freezers to our partners increasing their support, it was clear that the people we support were very much in people's minds. We are so thankful to all the businesses who engaged their employees and customers in fundraising activities in 2020/21.

Highlights include:

- + Our long standing relationships with Coutts & Co and The Coutts Foundation continued, with their support for our core work as well as the Street Engagement Team. It was also the second year of their Thank You From Coutts scheme and we were blown away by the generosity and solidarity shown to us by their customers. Instead of luxury items for themselves Coutts & Co customers donated over £385,000 to support our services
- + We welcomed on board, Prudential Plc, who are supporting our work with client led Enterprise activity and CVC, a world leader in private equity and credit, who supported our Engagement and Assessment team
- + Our supporters at Shell contacted us when lockdown hit to offer support for the food we were providing with The Passage for people in emergency accommodation in Westminster. They also provided an emergency funding grant which covered the cost of part of our Housing and Resettlement team for 12 months as well as additional PPE and cleaning costs
- + Intercontinental Exchange were happy to switch their funding from our employment work to support our crisis response work and gave us extra donations towards our services. Intercontinental Exchange (NYSE: ICE) is a Fortune 500 company formed in the year 2000 to modernise markets. ICE believes it is important to support the communities where its employees live and work.

The Connection works with key businesses in Westminster including Business Improvement Districts and landowners in a partnership which funds our Street Engagement Team. Our partners, Coutts, Heart of London Business Alliance, New West End Company, Shaftesbury Plc and Network Rail Charing Cross, continued to generously support us throughout the year. We'd like to share our appreciation for the work of their teams in the West End during the pandemic too.

TRUSTS AND FOUNDATIONS

We also received generous support from a number of charitable trusts and foundations in 2021, including emergency funding as we repurposed our services in response to the pandemic. We have highlighted a few of these supporters on our website. We are grateful for all of this essential help from every organisation which has supported us in carrying out our work.

VOLUNTEERS

Volunteers have always been a vital part of our work at The Connection. Our expert Board of Trustees gave over 430 hours of their time during this challenging year. However, the pandemic meant we had limited opportunities for people to contribute their time, skills and enthusiasm safely to our work.

This year we focused on reviewing how best to involve people to make the most of their skills and plan for 2021/22. We've also refreshed the programme of opportunities for clients who volunteer to gain the experience, skills and confidence to re-enter the world of work. This will be re-launched in September 2021 to complement the new service model.

Our people

Our staff have faced huge challenges and changes to their work. In the first lockdown, many of our service teams were redeployed from their roles to set up and run emergency accommodation. Staff also continued to help people remotely, often while working from home, providing much-needed support with housing, migration, and employment, by phone or on Zoom.

There was an immediate need to restructure because of lockdown, and we accessed the furlough scheme for a short period until we were able to bring staff safely back to work. We used this time to put serious thought behind the service model and make changes.

We now have a new service model which was designed with and by staff and other stakeholders, who have worked together with great enthusiasm. This change in our way of working resulted in 11 voluntary redundancies, 8 redeployments, and 1 compulsory redundancy. We worked closely with the Union during these changes.

Pam Orchard said: "Staff wellbeing has become increasingly important to us as an organisation, especially while transitioning from one way of working another. We know these changes have demanded a lot from staff, who have kept clients at the heart of every decision." We are now working closely with specialist trainers and facilitators to support us in ensuring a holistic approach to staff wellbeing and creating an inclusive culture for everyone.

The last 12 months have highlighted the importance of Equality, Diversity and Inclusion, and the Leadership Team will be working with the staff team during 2021/22 to achieve a step-change regarding equality, diversity and inclusion across the organisation.



I think I knew it already, but the pandemic has showed how dedicated people are who do this work. In the first lockdown, our staff were just like: 'Well, my normal job is A, B and C, and actually now I've got to do C, D and E, and I'm just going to do it.' That flexibility and commitment is amazing.

Pam Orchard, CEO

Looking ahead to the future

Our key strategic aims set out what the organisation is striving to achieve by March 2023:



1

We will be providing services for 1,500 people a year to help those who are rough sleeping, with complex and multiple barriers, to recognise their strengths, recover from crisis and move on.

2

We will have grown the quality and impact of our services, working with people to overcome rough sleeping, with a focus on those experiencing complex and multiple barriers to recovery.

3

We will have established Social Enterprise and Trading activity through Show Your Connection Ltd, to return a profit to The Connection that can be used to deliver services to clients, particularly those moving into recovery.

4

We will have increased our fundraised income from £2 million a year to at least £3.5m a year.

5

We will have improved our profile and influence through excellent communications and evidence of impact.

6

We will have developed our governance and corporate services infrastructure to ensure we maximise our potential.

Our four client outcomes are:



People access accommodation through receiving housing, migration and benefits advice, advocacy and help with ID;

People resettle through successful reconnection to an appropriate community / country and access to local treatment and support services;

People overcome problems with drugs, alcohol, mental, and physical health through clinical treatment and therapeutic group work;

People improve resilience and move towards work through volunteering, training, work experience and job search.

Building on 2020/21, during 2021/22 our plans are to:



Recover with a year of consolidation of service delivery based on our new model of support for people who sleep rough in Westminster

Take forward the new developments already started, in order to improve the services that our clients receive and model new approaches for the sector - including the 18Keys project, Systems Change, The Bridge longer term plan and the Women's Development Unit

Consolidate the successful fundraising year we had in 2020/21, build our systems and integrate our individual giving and The Friends of The Connection activity

Make a step change in our communications with our clients, partners, supporters and staff, with a refreshed logo and key communication tools such as our website, as well as a renewed focus on advocacy

Continue to make incremental improvements to our infrastructure (HR, governance, finance, premises, and admin), put in place new approaches to HR, diversity and wellbeing and make a step change in our IT to support remote working for the long term.

Thank you

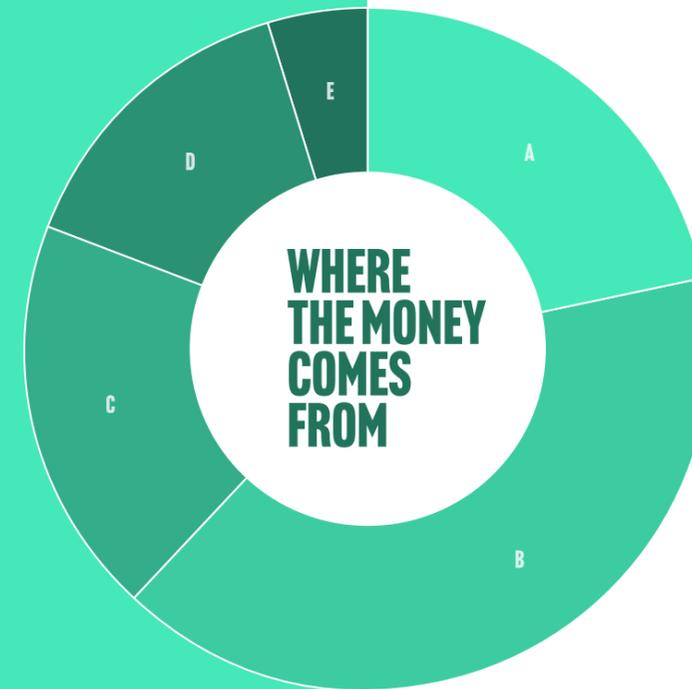


The response to the crisis from our supporters, staff, clients, volunteers and all the organisations we work with was immediate and overwhelmingly positive. Thanks to you, The Connection is still a place for people to turn when they have nowhere else and which works with people as well as for them, putting them at the centre of their recovery.

How we managed our money and resources

All of the work you can read about in this report was made possible by the commitment and generosity of individuals, organisations, grant funders and companies who share our determination to end rough sleeping.

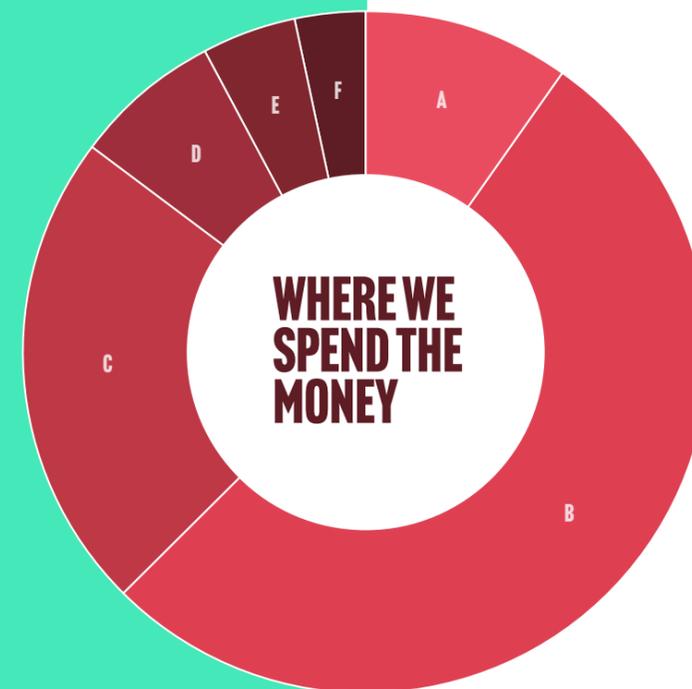
We can't thank you all enough for your support.



Our resources

We raised **£6.9m** in 2020/21 (2020: £5.2m) from the following sources:

- A** Statutory: £1.5m (2020: £919k)
- B** Support from corporates, trusts and earned income: £2.8m (2020: £1.5m)
- C** Donations from individuals and events: £1.3m inc. £551k from legacies (2020: £1.3m, £448k from legacies)
- D** St Martin's Charity provided a grant of £1m raised from the BBC Radio 4 Christmas Appeal: (2020: £1m)
- E** The Friends of The Connection of St Martin's: £311k (2020: £480k)



We spent **£5.3m** in 2020/21 (2020: £5.5m) to improve the lives of people who are homeless and sleeping rough:

- A** Fundraising costs: £525k (2020: £518k)
- Charitable activities**
- B** Engagement & Assessment services - outreach, emergency accommodation and resource centre: £2.8m (2020: £2.3m)
- C** Recovery services including housing and resettlement support, art/recovery activities and supported housing: £1.2m (2020: £1.2m)
- D** Impact and evidence: £378k (2020: £432k)
- E** Employment: £235k (2020: £489k)
- F** Enterprise: £166k (2020: £520k)

This year was one of significant upheaval for the charity, as it was for organisations nationwide. In financial terms this actually proved to be a positive for The Connection. The budget for the year predicted a deficit of £295k, using reserves to bolster the organisation’s response to the continued increase in rough sleeping, and supporting the development of the organisation to make the most effective interventions for our beneficiaries.

The reported surplus of £1.7m for the year (2019/20: £285k deficit) is considerably better than our budgeted outcome. Income was approximately £1.8m above budget, which was due to a wide variety of factors. The organisation participated in a cross-site emergency appeal, the Keep Our Doors Open campaign, and was the beneficiary of a number of emergency funds. Some of the costs related to the immediate response to the pandemic were covered by the Local Authority, and increased funding was received for The Bridge, the service which replaced the night centre at Adelaide Street. Several staff were also furloughed as part of the Coronavirus Job Retention Scheme (CJRS), and income was received from HMRC in respect of their salaries. In addition to these exceptional items, fundraised income exceeded budget by £611k, helped by particularly strong performance in the areas of corporate fundraising (£1.7m) and legacies (£551k).

£2.8M
came from
corporate,
trusts and
earned
income

As at 31 March 2021, the charity’s net assets were £3.9m (2019/20: £2.1m). Further details are given under the discussion of our reserves.

The disruption presented by the coronavirus pandemic necessitated reconsideration of the structure of the charity’s service model, building on the experiences of the pandemic to move to a service model with a greater focus on working with fewer people in a more in-depth way. This ensured that our cost base was revised and is now sustainable for future years.

A consultation process, followed by a voluntary redundancy scheme was undertaken and completed in October 2020. The remainder of the year was spent on transitional arrangements before the new service model was launched in July 2021. Moving forward, the Trustees have agreed a deficit budget of £261k that uses reserves in 2021/22 generated from the surplus in 2020/21 for the purposes of implementing the new service structure, providing training to staff, and investing in infrastructure to further support the emerging structure.

Principal sources of income

The Connection at St Martin’s has a diverse range of income sources, which break down into five broad categories:

- A** Statutory £1.5m (£919k 2020), which was higher than expected due to additional funding received for our response to the coronavirus pandemic. Further details of statutory income are provided in note 4B to the Financial Statements
- B** St Martin’s Charity provided a grant of £1m (2019/20: £1m) related to monies raised from the BBC Radio 4 Christmas Appeal. We continue to work closely with St Martin’s Charity to use the funds raised by them to support our beneficiaries
- C** The Friends of The Connection of St Martin’s provided £311k (2019/20: £480k) which was most gratefully received

- D** Individuals and event income of £1.3m (2019/20: £1.3m). Included in this figure are the generous legacies referred to above of £551k which have been higher than expected this year
- E** Corporate, community, trusts and earned income £2.8m (2019/20: £1.5m).

Expenditure

Of our expenditure, 90% was on charitable activities with the rest expended on raising funds to support the organisation in delivering its mission. 67% of expenditure was on staffing, with the remainder mainly being on building costs and support (administration, IT and training), as well as goods and services provided in support of our clients. Expenditure has decreased by £219k from last year largely reflecting the costs of pivoting our service delivery in response to the coronavirus pandemic in the prior year.

£1M
grant provided by
St Martin’s Charity
related to monies
raised from the
BBC Radio 4
Christmas Appeal

Principal risks and uncertainties

The Board of Trustees reviews the charity’s exposure to risk 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 Corporate Leadership Team. The Connection at St Martin’s additionally has a more detailed register of operational risks, which addresses the exposure of our staff and volunteers to risk through work with clients in potentially violent circumstances.

The principal risks identified are:

Risk	Response
Lack of strategic direction and does not respond to rough sleeping appropriately.	Clear, regularly monitored strategy, client involvement, stakeholder plans and knowledge management, good links to policy makers.
Significant problems with use of the building leading to us losing our base.	Business continuity plans and disaster recovery in place including a Critical Response Team. Reconfiguration of service delivery due to COVID social distancing measures. Move to remote working arrangements with relevant IT infrastructure and staff support
Difficulty working in partnership with the St Martin’s Charity and/or over-reliance on BBC Radio 4 Appeal.	Clear partnership agreement and regular monitoring, strong governance links, alternative funding sources
Developments cause mission drift and/or too much strain on our back-office infrastructure and reserves.	Infrastructure plan in place, adopt full cost recovery model in all funding bids, link reserves policy to strategy and risk register.

The principal risks identified (continued):

Risk	Response
Fundraising is unsuccessful and does not meet income targets.	Diverse funding portfolio, good appeal planning system, invest in fundraising team. COVID-based emergency fundraising, designated reserve created to mitigate impact.
Poor IT and information systems leading to data breach, poor quality evidence of impact and reputational damage.	Good policies and procedures covering GDPR and use of IT. Adoption of Outcomes Framework and development of new Case Management System.
Social enterprise overstretches us financially (e.g. loan finance) / we do not have sufficient skills & expertise to deliver.	Well researched business models, social enterprise expertise at a governance level, staff and Trustee training. Trading subsidiary and loan agreement with regular monitoring. Build strong relationship with St Martin-In-The-Fields Limited (SMITFL) to take forward trading after the pandemic.
Reputational damage caused by negative media coverage.	Communications strategy, policies/protocols to manage media relations, media training with key staff, use of external PR expertise.
Health and safety issues, safeguarding breaches and reputational damage, including that caused by anti-social behaviour outside the building.	Health and safety manual, use of specialist H&S advisors, regular training, regular reporting to QPC. Street Engagement Team activity, protocols for tacking incidents, regular communications across site, with neighbours & police, liaison with SMITFL Estates Manager over specific issues during lock down. Safeguarding policy, training & monitoring systems.
Financial fraud.	Strong financial procedures and controls, and good audit in place.
Poor governance and leadership leading to loss of key positions, poor decision-making and business disruption.	Regular review of board and CEO performance in the Remuneration and Nominations sub-committee, succession planning for key positions.

Fundraising

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 longer-term support towards our core running costs, service improvements and new projects. This included emergency funding which enabled us to respond rapidly and effectively to the effects of the global pandemic on our clients.

In 2020/21, we had a team of 8 fundraisers, who raised funds on behalf of the organisation.

Our approach to fundraising is to be transparent, honest and respectful, meeting the needs of our donors and our service users. We are members of the Fundraising Regulator and adhere to the Code

£1.3M
income from
individuals,
legacies and
events

of Fundraising Practice. During 2020/21, we have reviewed our policies and procedures in line with all legal and best practice standards.

When we work with partner organisations who carry out fundraising activities on our behalf, we agree their work through formal agreements, and monitor their activity through meetings and ongoing communications.

All fundraisers are up to date with, and follow all requirements set out in, the Code of Fundraising practice, including those which relate to interactions with vulnerable individuals. Fundraising team members attended safeguarding training in September 2019 to ensure extensive embedded knowledge, and are scheduled to complete two further online adult safeguarding courses and a further data protection course by the end of September 2021.

In 2020/21, we received one complaint about our fundraising. We received a phone call from a concerned member of the public, querying how we had obtained data used in a postal mailing. The Fundraising Team worked closely and rapidly with The Connection's Information and Compliance Officer to complete a personal data breach incident form, and launched an internal investigation. It was ascertained that we had obtained the data through legitimate means (entered onto our website by the donor), and as such this did not constitute a data breach, or require a report to the ICO. However, it was confirmed that the donor had not given consent to be contacted, and as such our actions were in contradiction of General Data Protection Regulations (GDPR). After close investigation, it was confirmed that this occurred due to a database recording error.

To resolve this issue we have worked closely with a database consultant to review how contact permissions are recorded. This has resulted in a review and standardisation of all permissions to ensure that this error will not be repeated.

2020/21 was the second year of a 4 year Fundraising Strategy, directly linked to the 5 year organisational strategy, which describes a clear roadmap for fundraising actions, and has laid the foundations for greater collaboration with our wonderful supporters. 2021/22 will see a refresh of this strategy in line with the organisation's new service model, and a reassessment of the fundraising landscape following the COVID-19 pandemic.

Just some of the organisations and individuals who supported our work during this challenging year are outlined on pages 46-49. We would like to extend our thanks to all of you, without whom our work would not be possible.

£311K
provided by
The Friends
of The
Connection
of St Martin's

Reserves policy & going concern**Going concern**

As a result of the strong financial performance of the 2020/21 financial year, the charity has sufficient reserves in place for the medium term. Given the continuing high levels of uncertainty around the external fundraising environment, the 2021/22 budget has been prepared with prudent

assumptions around income in the coming year, with the expected deficit generated as a result being covered by reserves.

The charity's reserves policy has been reviewed in light of the results of the 2020/21 year, with new designated funds created to adequately cover anticipated risks. Trustees have also considered a number of potential scenarios in which income does not reach budget, and noted the impact this would have on reserves balances at the end of the current financial year. This has provided comfort over the use of the going concern basis in the preparation of the financial statements.

COVID-19 (Coronavirus)

These accounts have been prepared during the 2021/22 financial year as the COVID-19 (Coronavirus) pandemic continues to affect the United Kingdom. The assessed impact of COVID-19 on The Connection has been maintained as significant, with a drop in income anticipated due to our inability to continue fundraising as normal, and with a number of events being cancelled or postponed.

Our service provision has been adapted to reflect the impact the pandemic has had on rough sleepers. Our day centre at Adelaide Street has reopened, but with smaller numbers compared to before the pandemic. Our night centre has relocated from the premises at Adelaide Street and is now situated in a hotel off site, and we participated in the Everyone In initiative. It is likely that the service will not return to Adelaide Street once restrictions are removed.

The Trustees and executive team have continued to meet virtually on a regular basis throughout the crisis to discuss actions and impact. Forecasts have been prepared which provide comfort that the charity has sufficient reserves to continue to operate for at least twelve months from the date of signing the Balance Sheet, and a flexible and considered approach is being adopted throughout the crisis.

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 Charity's reserves policy was reviewed at the 2020/21 year end.

Total funds amount to £3.9m (2019/20: £2.1m) of which £22k is restricted to the work of the Women's Development Unit, and £13k is restricted to the Systems Change Project.

The Connection's total unrestricted reserves excluding tangible fixed assets amount to £3.8m (2019/20: £2m) and 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. As part of the review of the reserves policy, new designations were made to ensure that all identified risks are adequately covered.

Included in the unrestricted funds are the following funds that the Board has designated for specific purposes:

- The major risks identified and reserved for include the cost of maintaining the infrastructure at Adelaide Street (2021: £825k 2020 £788k)
- Adequate funds to meet obligations in the event of a significant loss in income (2021 £941k, 2020 – not separately designated)
- Funding for new projects to innovate services including changes to our accommodation models (2021 £1,360k; 2020 – not separately designated).

Full detail of reserves and designations are given in notes 20 and 21.

Structure, governance and management

The Connection is a charitable company limited by guarantee, incorporated on 4 October 1999 and registered as a charity on 12 November 1999.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

All Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 8 to the accounts.

Our Trustees

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

– Tim Jones	Chair	– Keith Starling	
– Jill Kyne	Treasurer	– Peter Warren	
– Chandra McGowan		– Revd Dr Sam Wells	
– Lucy McNulty	Resigned: 20/10/2020	– Octavia Williams	Resigned: 14/12/2020
– Joanne Owen	Resigned: 13/09/2021	– Maeve Walsh	Appointed: 14/12/2020
– Simon Rawson		– Catherine Cherry	Appointed: 14/12/2020

Key management personnel

Pam Orchard	Chief Executive
Charlotte Talbott	Director of Services and Deputy CEO, resigned September 2021
Sarah Makhlof	Director of Services from September 2021
Katy Daley	Interim Director of Fundraising & Communications, July 2020 - May 2021
Kit Lewis	Interim Director of Fundraising, May – September 2021
Elizabeth Charles	Director of Fundraising & Communications, maternity leave – July 2020-September 2021
Auditors	Sayer Vincent LLP, Invicta House, 108 – 114 Golden Lane, London, EC1Y 0TL
Bankers	Coutts, 440 Strand, London, WC2R 0QS
Investment advisors	CCLA, Senator House, 85 Queen Victoria Street, London, EC4V 4ET
Solicitors	Russell Cooke, 2 Putney Hill, London, SW15 6AB

Appointment of Trustees

There is an open recruitment process for new Trustees which takes place on a cyclical basis. A Nominations Committee comprising existing board members selects and proposes new Trustees to the main board. During the year two new Trustees were appointed following a recruitment process.

Trustee induction & training

The Trustees came together as a group for a one-day virtual programme at The Connection and have followed up with individual meetings with the Leadership Team and other staff.

Related parties and relationships with other organisations

Transactions we have with the St Martin-in-the-Fields organisations include:

- Paying an annual license fee for use of the building
- Payments for our share of utilities and other cross-site costs
- Receiving a grant from St Martin's Charity related to the BBC Radio 4 Christmas Appeal
- A small amount of income from sales of food from our Enterprise Kitchen in St Martin's Crypt café.

The related party who is able to exert influence over these is:

- Sam Wells, Vicar of St Martin's, who has a governance role in each organisation on site, including as a Trustee of The Connection.

Remuneration policy for key management personnel

The remuneration of the CEO was set by the Board as part of the CEO recruitment exercise. The pay is set on a National Joint Council (NJC) related scale so tied into other staff pay increases. The National Joint Council is the negotiating body which determines pay and conditions for local government services.

Pay for other key management personnel has been reviewed by the Remuneration and Nominations Committee. All are set on NJC-related pay scales, so are subject to the same cost of living increases as staff.

Public benefit statement

The Trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The Trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the Trustees ensure that the charity's aims, objectives and activities remain focused on our stated purposes.

When carrying out this review of the charity's aims, objectives and future plans, the Trustees refer to the Charity Commission's guidance on public benefit. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that have been set. The Trustees are satisfied that the charity is operating for the public benefit.

Statement of responsibilities of the Trustees

The Trustees (who are also directors of The Connection at St Martin-in-the-Fields for the purposes of company law) are responsible for preparing the Trustees' annual 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 affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and 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 the charitable company's auditor is unaware
- 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 auditor is aware of that information.

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

Members of the charity are liable to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2019 was 13 (2018: 10). The Trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

Auditors

Sayer Vincent LLP have expressed their willingness to continue as the charity's auditors and are deemed to be reappointed in this capacity.

The Trustees' annual report has been approved by the Trustees and signed on their behalf by

Tim Jones, Chair of Trustees

30/11/21

Independent auditor's report to the members of The Connection at St Martin-in-the-Fields

Opinion

We have audited the financial statements of The Connection at St Martin-in-the-Fields (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2021 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statement, 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 The Connection at St Martin-in-the-Fields' ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issues.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- the Trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and their 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 and Charities Act 2011 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations.

We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities including fraud. The extent to which our procedures are capable of detecting irregularities including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing the 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, which included obtaining and reviewing supporting documentation, concerning the charity's/group's policies and procedures relating to
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- we inspected the minutes of meetings of those charged with governance.
- we obtained an understanding of the legal and regulatory framework that the charity/group operates in, focusing on those laws and regulations that had a material effect on the

financial statements or had a fundamental effect on the operations of the charity/group from our professional and sector experience.

- we communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- we reviewed any reports made to regulators.
- we reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- we performed analytical procedures to identify any unusual or unexpected relationships that may indicated 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 are unusual or those outside the normal course of business.

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

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

Use of our report

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

Judith Miller (Senior statutory auditor)

Date: 21 December 2021

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

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

The Connection at St Martin-in-the-Fields**Consolidated statement of financial activities (incorporating an income and expenditure account)**

For the year ended 31 March 2021

	Note	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Income from:							
Donations and legacies	3	3,932,884	251,813	4,184,697	3,306,152	197,291	3,503,443
Charitable activities							
Engagement & Assessment	4	253,617	1,554,639	1,808,256	656,770	260,133	916,903
Recovery	4	298,267	176,391	474,658	211,102	150,281	361,383
Impact & Evidence	4	5,299	-	5,299	9,933	15,898	25,831
Employment	4	-	-	-	-	100,000	100,000
Enterprise	4	5,380	35,000	40,380	29,033	150,000	179,033
Other trading activities	5	161,857	-	161,857	111,840	-	111,840
Government Furlough Reclaim		248,124	-	248,124	-	-	-
Interest receivable and Investments		17,554	-	17,554	15,353	-	15,353
Total income	2	4,922,982	2,017,843	6,940,825	4,340,183	873,603	5,213,786
Expenditure on:							
Raising funds	6	524,744	-	524,744	517,875	-	517,875
Charitable activities							
Engagement & Assessment	6	1,052,096	1,742,935	2,795,031	1,891,453	416,649	2,308,102
Recovery	6	1,027,221	154,484	1,181,705	1,014,548	223,931	1,238,479
Impact & Evidence	6	378,097	-	378,097	411,949	19,898	431,847
Employment	6	234,828	-	234,828	480,822	1,000	481,822
Enterprise	6	130,696	35,000	165,696	370,523	150,000	520,523
Total expenditure	2	3,347,682	1,932,419	5,280,101	4,687,170	811,478	5,498,648
Net income/(expenditure) for the year and net movement in funds	7	1,575,300	85,424	1,660,724	(346,987)	62,125	(284,862)
Net gains/(losses) on investments		92,085	-	92,085			
Reconciliation of funds:							
Total funds brought forward		2,039,271	64,625	2,103,896	2,386,258	2,500	2,388,758
Total funds carried forward		3,706,656	150,049	3,856,705	2,039,271	64,625	2,103,896

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 21 to the financial statements.

Balance sheet as at 31 March 2021

	Note	The Group		The Charity	
		2021 £	2020 £	2021 £	2020 £
Fixed assets:					
Tangible assets	11	69,944	76,364	69,944	76,364
Investments	13	550,117	458,032	552,117	458,032
Current assets:		620,061	534,396	622,061	534,396
Stock		8,034	13,546	8,034	13,546
Debtors	12	527,631	421,556	551,607	421,556
Cash at bank and in hand		3,097,018	1,523,630	3,081,573	1,523,630
Liabilities:		3,632,683	1,958,732	3,641,214	1,958,732
Creditors: amounts falling due within one year	14	396,039	389,232	396,035	389,232
Net current assets / (liabilities)		3,236,644	1,569,500	3,245,179	1,569,500
Total net assets / (liabilities)		3,856,705	2,103,896	3,867,240	2,103,896
The funds of the charity:					
Restricted income funds	21	34,505	64,625	34,505	64,625
Unrestricted income funds:					
Designated funds		3,516,843	1,241,904	3,516,842	1,241,904
General funds		305,357	797,367	315,893	797,367
Total unrestricted funds		3,822,200	2,039,271	3,832,735	2,039,271
Total charity funds		3,856,705	2,103,896	3,867,240	2,103,896

Approved by the Trustees on 30 November 2021 and signed on their behalf by Mr Tim Jones Chair of Trustees

Consolidated statement of cash flows for the year ended 31 March 2021

	Note	2021 £	2021 £	2021 £	2020 £	2020 £
Cash flows from operating activities						
Net cash provided by / (used in) operating activities	22	1,568,834				(110,927)
Cash flows from investing activities:						
Dividends, interest and rents from investments		17,554		12,081		
Purchase of fixed assets		(13,000)		(8,377)		
Purchase of investments		-		(400,000)		
Net cash provided by / (used in) investing activities		4,554				(396,296)
Change in cash and cash equivalents in the year		1,573,388				(507,223)
Cash and cash equivalents at the beginning of the year		1,523,630				2,030,853
Cash and cash equivalents at the end of the year		3,097,018				1,523,630

1. Accounting policies

a) Statutory information

The Connection at St Martin-in-the-Fields is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is 12 Adelaide Street, London, WC2N 4HW.

b) Basis of preparation

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

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

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

c) Public benefit entity

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

d) Going concern

The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. Consideration of the impact of the Coronavirus (COVID-19) pandemic has been made, and details of this can be seen in the Annual Report.

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 from Statutory and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in respect of the Coronavirus Job Retention Scheme is recognised in the month in which the related expenditure occurred. A total of £248,124 was claimed in respect of this scheme in the year.

Income from sales of goods is recognised once the significant risks and rewards of ownership of the goods has been transferred to the buyer.

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

f) Interest receivable and investment income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank. Investment income includes realised and unrealised income from investment assets.

g) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the Trustees' annual report for more information about their contribution.

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

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes. Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

i) Expenditure and irrecoverable VAT

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

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs.

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

j) Allocation of direct support and indirect costs

Resources expended are allocated to the particular activity to which the expenditure directly relates. Support and indirect costs are also apportioned to those activities based on the allocation methodology shown below. Support costs are the costs that can be directly attributed to all areas of the organisation and include essentials such as the building, staff training, utilities, insurance, IT, and telephones. Indirect costs are the costs of HR, Finance and Leadership. Depending on the nature of the expenditure, the most appropriate of the two allocation methodologies below is used to allocate that expenditure to the appropriate activity. The percentages used for these allocations are shown below.

	Headcount FTE	Floor Area
Engagement & Assessment	46%	57%
Recovery	25%	15%
Impact & Evidence	3%	1%
Employment	0%	2%
Enterprise	7%	12%
Fundraising & Communications	10%	4%
Finance	3%	2%
Human Resources	3%	2%
Leadership & Governance	3%	5%

1. Accounting policies (continued)**k) Operating leases**

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the minimum lease term.

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £2,500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

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

- 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 11 for depreciation of the leasehold property.

m) Stocks

Stocks are stated at the lower of cost and net realisable value. Stock consists of goods for sale and café food supplies.

n) 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.

o) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. This does not include any cash held within the charity's investment portfolio.

p) Investments

Listed investments are valued at the quoted bid price at the reporting date.

r) Creditors and provisions

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

s) Pensions

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

t) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2. Detailed comparatives from the previous year for the statement of financial activities

	2020		
	Unrestricted £	Restricted £	Total £
Income from:			
Donations and legacies	3,306,152	197,291	3,503,443
Other trading activities	111,840	-	111,840
Charitable activities	906,838	676,312	1,583,150
Interest receivable and investments	15,353	-	15,353
Total income	4,340,183	873,603	5,213,786
Expenditure on:			
Raising funds	517,875	-	517,875
Charitable activities	4,169,296	811,478	4,980,774
Total expenditure	4,687,170	811,478	5,498,648
Net (expenditure) and net movement in funds	(346,987)	62,125	(284,862)
Transfers between funds	-	-	-
Net movement in funds	(346,987)	62,125	(284,862)
Total funds brought forward	2,386,258	2,500	2,388,758
Total funds carried forward	2,039,271	64,625	2,103,896

3. Income from donations and legacies

	2021			2020		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Corporate	1,057,467	69,000	1,126,467	537,787	57,276	595,062
Community	31,904	-	31,904	16,681	-	16,681
Individuals	1,133,796	41,352	1,175,148	1,130,096	67,818	1,197,915
Trusts	145,201	141,461	286,662	162,175	23,000	185,175
St Martin-in-the-Fields Charity*	1,000,000	-	1,000,000	1,000,000	-	1,000,000
Friends of The Connection at St Martin's*	311,406	-	311,406	431,185	49,197	480,382
St Martin-in-the-Fields Development Trust*	199,890	-	199,890	-	-	-
Donations in Kind	53,220	-	53,220	28,228	-	28,228
	3,932,884	251,813	4,184,697	3,306,152	197,291	3,503,443

*Related parties.

On 9th April 2021, £166,500 was received in respect of a legacy. No income was accrued in respect of this amount at the year-end as the value was not known as at 31st March

4a. Income from charitable activities

	2021			2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Engagement & Assessment						
Corporate	-	474,180	474,180	-	259,133	259,133
Statutory	253,617	1,080,459	1,334,076	656,770	-	656,770
Friends of The Connection	-	-	-	-	-	-
Trusts	-	-	-	-	1,000	1,000
Sub-total for Engagement & Assessment	253,617	1,554,639	1,808,256	656,770	260,133	916,903
Recovery						
Statutory	88,399	89,885	178,284	82,816	140,901	223,717
Corporate	-	86,506	86,506	-	9,380	9,380
Charges to residents	209,868	-	209,868	126,858	-	126,858
Earned	-	-	-	316	-	316
Individuals	-	-	-	70	-	70
Trusts	-	-	-	1,042	-	1,042
Sub-total for Recovery	298,267	176,391	474,658	211,102	150,281	361,383
Impact & Evidence (I&E)						
Corporate	-	-	-	-	-	-
Statutory	5,299	-	5,299	9,933	15,898	25,831
Sub-total for I&E	5,299	-	5,299	9,933	15,898	25,831
Employment						
Corporate	-	-	-	-	100,000	100,000
Sub-total for E&E	-	-	-	-	100,000	100,000
Enterprise						
Corporate	-	35,000	35,000	-	-	-
Earned	5,380	-	5,380	29,033	150,000	179,033
Sub-total for Enterprise	5,380	35,000	40,380	29,033	150,000	179,033
Total charitable activities	562,563	1,766,030	2,328,593	906,838	676,312	1,583,150

4b. Breakdown of Statutory income sources

2021	2020	Source	Nature
Amount £	Amount £		
78,000	56,250	Westminster City Council	Westminster Outreach Contract
583,058	583,058	Westminster City Council	Day and Night Centre Support
253,617	-	Westminster City Council	COVID Response
250,405	-	Westminster City Council	Additional Emergency Accommodation Funding
100,350	-	MHCLG via Homeless Link	Additional Emergency Accommodation Funding
68,646	-	National Lottery Fund via Homeless Link	Winter Transformation Fund
-	9,933	Westminster City Council	Day Centre Collaboration
7,333	-	Westminster City Council	Migration services
82,816	82,816	Wandsworth Council	Supporting People Contract
5,583	-	Wandsworth Council	Discretionary COVID support
-	13,952	Other Statutory funding	Scottish Emigrant Support
37,641	-	Other Statutory funding	Women's Development Unit
-	3,510	London Homeless Charity Group (LHCG)	
-	12,982	Greater London Authority	Migration Support
19,793	14,584	Greater London Authority	Mayor's Rough Sleeping Innovation Fund
-	35,000	Greater London Authority	Cold Weather Fund
25,118	90,551	Home Office	European Union Settlement Scheme
5,299	15,898	Information Commissioner's Office	ICO Project
1,517,659	918,534		

5. Income from other trading activities

	2021			2020		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Events	102,697	-	102,697	77,814	-	77,814
Trading income	28,652	-	28,652			
St Martin's annual pilgrimage	612	-	612	34,026	-	34,026
Room bookings	29,896	-	29,896	-	-	-
	161,857	-	161,857	111,840	-	111,840

6a. Analysis of expenditure

	Raising funds £	Charitable activities					Governance costs £	Indirect costs £	2021 Total £	2020 Total £
		Engagement and Assessment £	Recovery £	Impact and Evidence £	Employment £	Enterprise £				
Staff costs (Note 8)	309,495	1,268,124	568,941	274,538	202,723	54,330		587,073	3,265,224	3,490,800
Non pay costs	89,755	346,494	279,338	32,083	8,077	18,384	13,066	84,827	872,024	909,554
Support costs - Staff (Note 8)	10,002	195,438	25,004	3,001	2,000	38,358	-	9,001	282,804	223,204
Support costs - Non Staff	35,704	559,986	128,742	10,985	22,028	29,430	-	73,174	860,049	875,090
Sub contract payments	-	-	-	-	-	-	-	-	-	-
	444,956	2,370,042	1,002,025	320,607	234,828	140,502	13,066	754,075	5,280,101	5,498,648
Indirect costs	78,429	417,750	176,620	56,511	-	24,765	-	(754,075)	-	-
Governance costs	1,359	7,239	3,060	979	-	429	(13,066)	-	-	-
Total expenditure 2021	524,744	2,795,031	1,181,705	378,097	234,828	165,696	-	-	5,280,101	
Total expenditure 2020	517,875	2,308,102	1,238,479	431,847	481,822	520,523	-	-		5,498,648

Support costs are the costs that can be directly attributed to all areas of the organisation and include essentials such as the building, staff training, utilities, insurance, IT, and telephones.

Indirect costs are the costs of HR, Finance and Leadership.

6b. Analysis of expenditure (prior year)

	Raising funds £	Charitable activities					Governance costs £	Indirect costs £	2020 Total £	2019 Total £
		Engagement and Assessment £	Recovery £	Impact and Evidence £	Employment £	Enterprise £				
Staff costs (Note 8)	234,337	1,304,382	594,262	280,026	238,991	236,695	-	602,107	3,490,800	2,998,959
Non pay costs	126,106	79,671	240,252	39,922	14,570	108,637	19,230	281,165	909,554	738,671
Support costs - Staff (Note 8)	15,498	99,789	49,900	12,171	19,478	14,865	-	11,503	223,204	168,314
Support costs - Non Staff	64,016	414,689	134,190	23,036	123,288	68,075	-	47,796	875,090	943,197
Sub contract payments	-	-	-	-	-	-	-	-	-	-
	439,957	1,898,531	1,018,604	355,155	396,327	428,272	19,230	942,571	5,498,648	4,849,141
Indirect costs	76,360	401,382	215,479	75,159	83,786	90,406	-	(942,571)	-	-
Governance costs	1,558	8,189	4,396	1,533	1,709	1,844	(19,230)	-	-	-
Total expenditure 2020	517,875	2,308,102	1,238,479	431,847	481,822	520,523	-	-	5,280,101	
Total expenditure 2019	448,905	2,019,851	1,210,376	282,566	492,984	394,460	-	-		4,849,141

Support costs are the costs that can be directly attributed to all areas of the organisation and include essentials such as the building, staff training, utilities, insurance, IT, and telephones.

Indirect costs are the costs of HR, Finance and Leadership.

7. Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2021 £	2020 £
Depreciation	19,420	85,235
Operating lease rentals:		
Property*	229,528	283,967
Other	15,402	9,695
Auditors' remuneration (excluding VAT):		
Audit	10,000	10,000
	10,000	10,000

* A licence fee is paid to St Martin's Church of £135,000 (2020: £110,000). In addition, St Martin's Church was reimbursed £94,528 (2020: £173,967) for costs incurred on behalf of the charity. St Martin's Church is regarded as a related party since one of the St Martin's Church Trustees is also Trustee of The Connection at St Martin's

8. Analysis of staff costs, Trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	2,927,353	2,990,483
Redundancy and termination costs	104,996	31,954
Social security costs	289,032	287,592
Employer's contribution to defined contribution pension schemes	165,658	204,775
Agency staff (sickness and holiday cover and third party)	60,989	199,200
	3,548,028	3,714,004

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

	2021 no.	2020 no.
£60,000 - £69,999	-	1
£70,000 - £79,999	1	1
£80,000 - £89,999	1	-
	1	1

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £267,162 (2020: £282,652).

The charity Trustees were neither paid nor received any other benefits from employment with the charity in the year (2020: £nil). No charity Trustee received payment for professional or other services supplied to the charity (2020: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2020: £163) incurred by no (2020: 1) members relating to attendance at meetings of the Trustees.

9. Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 85 (2020: 97).

The full time equivalent head count for the year was 76 (2020: 87).

Staff are split across the activities of the charitable company as follows, based on full time equivalents:

	2021 no.	2020 no.
Raising funds	6.6	6.7
Engagement & Assessment	25.8	30.1
Recovery	15.4	19.4
Impact & Evidence	5.9	5.2
Employment	4.1	5.9
Enterprise	5.8	8.4
Support staff, including governance	12.6	11.2
	76.2	86.9

10. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Show Your Connection Limited distributes under Gift Aid available profits to the parent charity.

11. Tangible fixed assets (group and charity)

	Freehold property & improvements £	Leasehold property £	Fixtures, fittings & equipment £	IT hardware £	Total £
Cost or valuation					
At the start of the year	87,595	1	114,421	257,840	459,857
Additions in year	-	-	13,000	-	13,000
At the end of the year	87,595	1	127,421	257,840	472,857
Depreciation					
At the start of the year	40,382	-	97,333	245,778	383,493
Charge for the year	-	-	9,688	9,732	19,420
At the end of the year	40,382	-	107,021	255,510	402,913
Net book value					
At the end of the year	47,213	1	20,400	2,330	69,944
At the start of the year	47,213	1	17,088	12,062	76,364

Property with a value of £87,595 (2020: £87,595) is included in freehold property and no longer depreciated because the directors are confident that the market value exceeds the net book value. The Connection at St Martin's owns the freehold on St Martin's House, which is on a long lease at a peppercorn rent to L&Q Housing. L&Q refurbished and manage the property and lease it back to The Connection at St Martin's.

The Board of Trustees consider that due to restrictive covenants placed on the use of 12 Adelaide Street, the leasehold property has no commercial value, and a nominal amount of £1 is included in the financial statements.

All of the above assets are used for charitable purposes

12. Debtors

	The Group		The Charity	
	2021 £	2020 £	2021 £	2020 £
Trade debtors	302,929	73,725	302,929	73,725
Prepayments	76,440	65,529	76,440	65,529
Accrued income	144,159	282,302	144,159	282,302
Amounts owed by group undertaking	-	-	23,976	-
Other Debtors	4,103	-	4,103	-
	527,631	421,556	551,607	421,556

13. Investments (group and charity)

	2021 £	2020 £
Market Value at beginning of year	458,032	101,393
Purchases during the year at cost	-	400,000
Proceeds of sales during the year	-	-
Gains / (losses) on re-measurement to fair value	92,085	(43,361)
Market Value	550,117	458,032
Historical cost	500,000	500,000

All current asset investments are units in shares held in the COIF Charities Investment Fund which is traded on a regular basis. The total gain recognised on these investments in the period was £92,085 (2020: £43,361) representing the fair value re-measurements shown above.

14. Creditors: amounts falling due within one year

	The Group		The Charity	
	2021 £	2020 £	2021 £	2020 £
Trade creditors	50,482	66,486	50,478	66,486
Taxation and social security	82,283	76,619	82,283	76,619
Accruals	160,945	121,373	160,945	121,373
Deferred income (note 15)	81,463	90,782	81,463	90,782
Other creditors	20,866	33,972	20,866	33,972
	396,039	389,232	396,035	389,232

15. Deferred income

Deferred income of £81,463 (2020: £90,782) represents grants and donations received in advance of the year end for intended application after 31 March 2021. No income was deferred for more than one year (2020: Nil)

	The Group		The Charity	
	2021 £	2020 £	2021 £	2020 £
Balance at the beginning of the year	90,782	137,272	90,782	137,272
Amount released to income in the year	(90,782)	(137,272)	(90,782)	(137,272)
Amount deferred in the year	81,463	90,782	81,463	90,782
Balance at the end of the year	81,463	90,782	81,463	90,782

16. Creditors: amounts falling due after one year

The charity has no liabilities falling due after one year.

17. Pension scheme

The company operates a defined contribution purchase pension scheme for qualifying employees. There are defined contribution schemes not open to new staff. The schemes are:

- Peoples Pension (DC). Members at year end date: 63
- Scottish Widows Pension (DC). Members at year end date: 11
- Friends Life#1 & #2. One member each at year end date in these DC schemes (Total 2).

18. Subsidiary undertaking

The charity owns the whole of the issued ordinary share capital of Show Your Connection Limited, a company registered in England. The company number is 12510611. The registered office address is 12 Adelaide Street, London WC2N 4HW.

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

The Trustee, Keith Starling, together with the Chief Executive and other staff are also directors of the subsidiary.

A summary of the results of the subsidiary is shown below:

	2021 £
Turnover	28,652
Other Income	2,000
Cost of sales	1,786
Gross profit/(loss)	28,866
Administrative expenses	12,181
Management charge payable to parent undertaking	25,231
Other operating income	12
Profit/(loss) on ordinary activities before interest and taxation	(8,534)
Profit / (loss) for the financial year	(8,534)
Retained earnings	
Total retained earnings brought forward	-
Profit / (loss) for the financial year	(8,534)
Distribution under Gift Aid to parent charity	-
Total retained earnings carried forward	(8,534)
The aggregate of the assets, liabilities and reserves was:	
Assets	15,445
Liabilities	23,979
Reserves	(8,534)

Amounts owed to/from the parent undertaking are shown in note 12.

19. Parent charity

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

	2021 £	2020 £
Gross income	6,913,935	5,213,786
Result for the year	1,656,794	(284,862)

20a. Analysis of group net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	69,944	-	-	69,944
Fixed asset investments	-	550,117	-	550,117
Net current assets	235,414	2,966,725	34,505	3,236,644
Net assets at 31 March 2021	305,358	3,516,842	34,505	3,856,705

20b. Analysis of group net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	76,364	-	-	76,364
Fixed asset investments	-	458,032	-	458,032
Net current assets	721,003	783,872	64,625	1,569,500
Net assets at 31 March 2020	797,367	1,241,904	64,625	2,103,896

21a. Movements in funds (current year)

	At 1 April 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2021 £
Restricted funds:					
Engagement & Assessment	63,775	1,602,350	(1,666,125)	-	-
Day Centre	-	24,799	(24,799)	-	-
Street Engagement	63,775	512,180	(575,955)	-	-
Emergency Accommodation					
Services	-	1,065,371	(1,065,371)	-	-
Recovery	850	248,994	(227,839)	-	22,005
Housing & Resettlement	-	125,192	(125,192)	-	-
Migrant projects	850	86,161	(87,011)	-	-
Women's Development Unit	-	37,641	(15,636)	-	22,005
Impact & Evidence	-	12,500	-	-	12,500
Systems Change Project	-	12,500	-	-	12,500
Premises					
Facilities	-	79,000	(79,000)	-	-
Enterprise	-	35,000	(35,000)	-	-
Client Food Service	-	10,000	(10,000)	-	-
Enterprise Development	-	25,000	(25,000)	-	-
Total restricted funds	64,625	1,977,844	(2,007,964)	-	34,505
Unrestricted funds:					
Designated funds:					
Lease fund	31,500	-	-	(1,500)	30,000
Capital replacement fund	787,500	-	-	37,500	825,000
Jenny Joseph Legacy Garden Reserve	-	-	-	100,000	100,000
Future Deficit Reserve	-	-	-	260,823	260,823
Risk Reserve	-	-	-	940,911	940,911
St Martin's House Transition Reserve	-	-	-	117,268	117,268
Emergency Accommodation Bridging	-	-	-	300,000	300,000
Additional approved expenditure	-	-	-	942,841	942,841
Business Development Investment	422,904	-	-	(422,904)	-
Total designated funds	1,241,904	-	-	2,274,939	3,516,843
General funds	797,367	5,055,066	(3,272,137)	(2,274,939)	305,357
Total unrestricted funds	2,039,271	5,055,066	(3,272,137)	-	3,822,200
Total funds	2,103,896	7,032,910	(5,280,101)	-	3,856,705

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

21b. Movements in funds (prior year)

	At 1 April 2019 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2020 £
Restricted funds:					
Engagement & Assessment	2,500	477,924	(416,649)	-	63,775
Night Shelter Therapeutic Work	2,500	-	(2,500)	-	-
Street Engagement	-	419,909	(356,134)	-	63,775
Prescribing Outreach Clinic	-	15,000	(15,000)	-	-
Let's Go Transport	-	24,197	(24,197)	-	-
Emergency Accommodation Services	-	18,818	(18,818)	-	-
Recovery	-	224,781	(223,931)	-	850
Gardening	-	9,380	(9,380)	-	-
St Martin's Orchestra	-	2,000	(2,000)	-	-
Housing & Resettlement	-	50,000	(50,000)	-	-
Migrant projects	-	163,401	(162,551)	-	850
Knowledge & Innovation					
Step Up Programme	-	4,000	(4,000)	-	-
ICO Project	-	15,898	(15,898)	-	-
Enterprise & Employment					
Enterprise	-	150,000	(150,000)	-	-
Client Food Service	-	150,000	(150,000)	-	-
Total restricted funds	2,500	873,603	(811,478)	-	64,625
Unrestricted funds:					
Designated funds:					
Lease fund	33,000	-	-	(1,500)	31,500
Legacies equalisation fund	-	-	-	-	-
Capital replacement fund	750,000	7,147	(40,194)	70,546	787,500
Business Development Investment	467,000	-	-	(44,096)	422,904
Total designated funds	1,250,000	7,147	(40,194)	24,950	1,241,904
General funds	1,136,258	4,333,036	(4,646,977)	(24,950)	797,367
Total unrestricted funds	2,386,258	4,340,183	(4,687,170)	-	2,039,271
Total funds	2,388,758	5,213,786	(5,498,648)	-	2,103,896

21c. Purposes of restricted funds

The majority of restricted funds that the charity receives are restricted to a particular service, and are usually spent within the year of receipt. Where the restriction is more specific, it is identified within the appropriate service.

21c. Purposes of restricted funds (continued)

The majority of restricted funds that the charity receives are restricted to a particular service, and are usually spent within the year of receipt. Where the restriction is more specific, it is identified within the appropriate service.

Engagement & Assessment Services received restricted donations for:

- Day Centre: Contributions to the running of the Day Centre at Adelaide Street during the COVID-19 outbreak and recovery
- Street Engagement: Contributions to the operations of the outreach team
- Emergency Accommodation: Contributions to the operation of the accommodation provided at Inverness Terrace and The Bridge in place of the Night Centre at Adelaide Street.

Recovery Services received restricted donations for:

- Housing & Resettlement: Donations towards our Housing & Resettlement work
- Migration: Donations towards our work with migrants
- Women's Development Unit: Contributions towards our work with female rough sleepers.

Enterprise received restricted donations for:

- Client Food Service: Providing hot food for our night service clients.

Purposes of 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.

Business Development Investment Fund

This reserve is to cover unbudgeted expenditure for two purposes: (a) to fund exceptional demand and unmet need at periods of very high rough sleeping; and (b) to invest in strategic long term projects that further the objectives of the Connection. Drawdowns from this fund require Board approval. This fund was replaced by the new designated funds created in the year.

Jenny Joseph Legacy Garden Fund

This fund was designated to reflect the Charity's decision to use some of the funds left in a legacy in the creation of a memorial in the courtyard garden, and is intended for use within two years.

Future Deficit Reserve

This fund is designated to ensure that adequate reserves are held by the Charity to cover the budgeted deficit in the 2021/22 year.

Risk Reserve

This fund is designated to ensure that adequate funds are held to enable the Charity to continue to meet its financial obligations in the event of a sudden and immediate decrease in income.

Capital Replacement Fund

The reserve was initially established to meet costs in the short to middle-term of maintaining the infrastructure at 12 Adelaide St. It has now been 10 years since the 2008 building renewal programme and the likelihood of wear-and-tear increases with time. A maintenance reserve of £750,000 has been established to meet the anticipated future medium / longer term costs related to maintaining the infrastructure at 12 Adelaide Street. The monies supporting this fund will be invested with our investment managers and the investment return will be a key component to our funding of these future costs expected to be incurred in years 6 through 15 of our lease on the properties. If donations are received for a portion of these costs the fund will be reduced accordingly. Over the next 5 years the site-wide Buildings Futures fundraising programme is designed to cover such expected costs and as such no designated reserve has been put in place to cover the next 5 years.

St Martin's House Transition Reserve

The reserve is held to cover the anticipated costs of the transition from the old service model at St Martin's House to the new in the next two financial years. Also included is a contingency for the cost of the garage development on site.

Emergency Accommodation Bridging Reserve

The reserve is designated to cover the expected additional costs of relocating the emergency accommodation service provided at The Bridge to a new site for a three-year period, after which time the costs will be subsumed into the core budget.

Identified Additional Spend Reserve

This reserve is designated to fund additional innovations and projects which will further the charitable purpose of The Connection. In order for a project to be designated as part of this fund, an application must be submitted to and approved by the Board of Trustees.

22. Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2021 £	2020 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	1,660,724	(284,862)
Depreciation charges	19,420	85,235
Dividends, interest and rent from investments, including unrealised gain	(17,554)	31,281
Loss of disposal of fixed assets	-	-
(Increase)/decrease in stocks	5,512	(8,595)
(Increase)/decrease in debtors	(106,075)	2,547
Increase/(decrease) in creditors	6,807	63,467
Net cash (used in) operating activities	1,568,834	(110,927)

23. Operating lease commitments

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

	Land and buildings		Equipment	
	2021 £	2020 £	2021 £	2020 £
Less than one year	235,446	224,600	15,402	9,695
One to five years	1,009,873	986,611	44,848	2,351
Over five years	2,828,831	3,087,540	12,062	-
	4,074,150	4,298,751	72,312	12,046

24. Capital commitments

At the balance sheet date, the charity had committed to £nil (2020: £nil) capital commitments.

25. Contingent assets or liabilities

The charity has no contingent assets or liabilities at the balance sheet date.

26. Legal status of the charity

The charity 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.

27. Related parties

As disclosed in note 3, the charity received income from the Friends of St Martin's of £311,648 (2020: £480,424).

Show Your Connection Ltd is a wholly owned subsidiary of the Charity. One Trustee of the Charity is also a director of Show Your Connection Ltd. During the year costs totalling £25,231 were recharged to Show Your Connection Ltd by the Charity, and at the year-end amounts totalling £23,976 were owed to the Charity by Show Your Connection Ltd.

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. There is a board vacancy for a member of the Parochial Church Council of St Martin's Church.

As per note 7, the Connection at St Martin's makes annual licence fee payments to St Martin's Church of £135,000 (2020: £110,000), made payments of £94,528 (2020: £173,967) reimbursing St Martin's Ltd and St Martin's PCC for shared costs, as well as receiving £1,000,000 (2020:£1,000,000) from St Martin-in-the-Fields Charity in relation to the BBC Christmas Appeal (see note 3).

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

Notes

i. <https://www.homeless.org.uk/sites/default/files/site-attachments/Analysis%20of%20rough%20sleeping%20statistics%20for%20England%202020.pdf>

On the 25 February 2021, the Ministry of Housing, Communities and Local Government released the autumn 2020 snapshot figures for rough sleeping. These statistics are based on either a count-based estimate, an evidence-based estimate, or an evidence-based estimate including a spotlight count, which provide a snapshot figure of the numbers

ii. <https://www.gov.uk/government/statistics/rough-sleeping-snapshot-in-england-autumn-2020/rough-sleeping-snapshot-in-england-autumn-2020-section-2.3>

iii. <https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/deaths/bulletins/deathsofhomelesspeopleinenglandand-wales/2019registrations>

iv. <https://www.gov.uk/government/publications/health-matters-rough-sleeping/health-matters-rough-sleeping>

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