



**Annual report and
financial accounts**
2022/23

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Company number: 3852519

Contents

Who we are	4
Welcome	6
Why we're here, what we do and who we help	8
The importance of relationships	10
2022/23 Achievements	12
Reaching out	14
Welcoming people into The Connection	16
Finding somewhere to call home	18
Helping people into further support	20
Women's homelessness	22
Improving our infrastructure	26
Equality, diversity and inclusion	27
Communications and advocacy	28
Finance, facilities and human resources	28
Looking back, looking ahead	30
Fundraising and our valued supporters	34
How we managed our money and resources	38
Structure, governance and management	40
Independent auditor's report to the members of The Connection at St Martin-in-the-Fields	48
Statement of financial activities for the year ended 31 March 2023	48

Trustees Annual Report and Financial Statements for The Connection at St Martin-in-the-Fields for the year ended 31st March 2023

Who we are

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

We support people sleeping rough in the heart of London, helping them to recover and find their way off the streets.

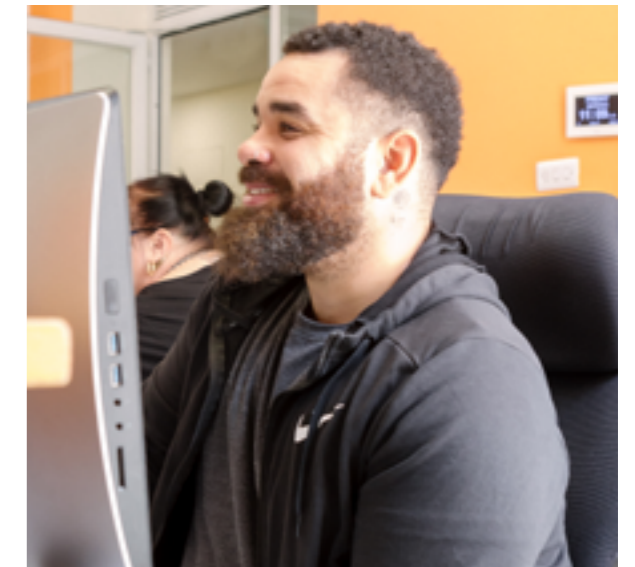
We get to know every person we work with, going the extra mile to understand their needs and hopes for the future, and being creative about finding help and solutions.

The journey can be long, and it's not an easy path. But we take heart, we stick with people and we don't give up, supporting them to find their own way home.

The Connection at St Martin's is led by our trustees, a dedicated team of volunteers who oversee the work that we do. Every year our 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 2022/23. It shows how your support enabled people to move away from living on the streets and towards a place to call home.

Thank you to everyone who has been involved with our work this year. We hope you enjoy reading this report.



At The Connection we offer a wide range of services.

Photos: Marc Gascoigne and Martyna Przybysz



Whilst being incredibly busy, 2022/23 has felt like a return to normality for us here at The Connection at St Martin's. After the enormous upheaval of the previous two years, we are now back to 'business as usual' mode.

However, 'business as usual' looks very different. Our post-pandemic service model has a clear focus on people experiencing severe and multiple disadvantages. We have been working hard to embed our new structure and approach this year. You can read about our success in this report.

We have also taken time to consider our approach, leading to a new Theory of Change based on working "with, not for". The Theory of Change has relationships at its heart - building trust and connection, supporting people to overcome trauma and encouraging them to make a positive change at their own pace. You can find out more on page 28.

Great progress has also been made in our work on women's homelessness. Our Women's Development Unit was instrumental in delivering the first women's rough sleeping census in October 2022. The results indicate a higher number of women sleeping rough in London than previously realised, and the accompanying report sets out clear calls to Government to improve its response to the issue. Our plans for a new women's accommodation project continue at pace and our women-only group is going from strength to strength. You can read more on page 22.

Of course the cost of living crisis has started to bite. Rising rents, bills and food prices mean that we are seeing more and more people come to us for help. This means it's becoming more and more challenging to be there with everyone who needs us. But we are still achieving incredible things – you can read all about these on page 12.

2022/23 also represents the last year of our 2018 – 2023 organisational strategy. We have been working hard to develop our strategy for the next five years. Our Chief Executive Officer Pam Orchard looks back on what we have achieved, and where we're going next, on page 30.

Whilst the amount of change in all our lives over the last five years has been unprecedented, the one thing that hasn't changed is that is that we will still be here with those that need us, whatever it takes.

As always, we couldn't do what we do without our supporters, partners and friends. These are difficult times and we appreciate your support more than ever. I would like to take this opportunity to say thank you on behalf of everyone at The Connection. We hope you enjoy reading this report.

Tim Jones, Chair of Trustees



Our post-pandemic service model has a clear focus on people experiencing severe and multiple disadvantages.

Tim Jones, Chair of Trustees

Why we're here

- We believe that no one should have to sleep rough, and that everyone should get the support they need to find a place to call home.**
- The impact of life on the streets is devastating – it puts people at risk of crime and violence, causes physical and mental health problems and seriously damages wellbeing.
- The average age of death for people living on the streets in England and Wales is 46 for men and 43 for women.¹
- 85% of people sleeping rough have experienced abuse or trauma as children.² Life on the streets is a trauma in itself, meaning that many people continue a vicious cycle. People become isolated and can feel as though they don't matter. **They do matter.**
- At The Connection, we're at the heart of this crisis: just off the Strand in Westminster, the most concentrated area of rough sleeping in the UK.
- According to official figures, 2,050 people³ were estimated to be sleeping rough in Westminster in 2022/23 – although the real number is likely to be higher.
- Rough sleeping is not inevitable – the Everyone In programme, which helped thousands of people into safe accommodation during the pandemic, has shown that it is possible to end homelessness in this country.
- London can be a city where no one needs to sleep rough on our streets, and we won't stop until it is.

That is why we're here.

What we do

- Get to know people, help them identify what support they would like and how we can best work together to meet their goals;
- Offer practical services like showers and laundry facilities, hot meals, medical appointments and access to telephones and computers;
- Provide support, advice and case management to help people access accommodation;

1. Deaths of homeless people in England and Wales - Office for National Statistics (ons.gov.uk) [statistics from 2019]
2. Hard Edges: Mapping severe and multiple disadvantage – Lankelly Chase Foundation
3. Rough sleeping in London (CHAIN reports) – London Datastore

46/43

the average age of death for homeless men and women respectively

85%

of people sleeping rough have experienced abuse or trauma as children

2050

people were sleeping rough in Westminster, in 2022/23



We're at the heart of this crisis: just off the Strand in Westminster, the most concentrated area of rough sleeping in the UK

- Support people to access the full range of support services delivered on and off site – like nurses, psychologists and treatment for substance misuse;
- Work intensively with clients – supporting them to recognise their own strengths, recover from crisis and move away from the streets for good;
- Provide onward referrals or supported reconnection to anyone whose needs can be better met elsewhere;
- Provide support where clients have issues with their migration status and make onward referrals when needed;
- Offer activities and groups that help people to build the skills, confidence and resilience to recover from homelessness.

Who we help

In 2022/23, we helped **1,451** people to move away from, and stay off, the streets of London.

The people we support are:

- 83% male.
- 17% female.
- < 1% non-binary.

The people we support come from:

- UK 52%.
- European Economic Area 30%.
- Rest of the world 18%
- Not known 1%.

Our clients' ages are:

- 18-25 5%
- 26-65 91%
- 65+ 3%
- Not known < 1%.



We work intensively with clients – supporting them to recognise their own strengths, recover from crisis and move away from the streets for good

151

people attended our groups, including the art room, gardening group and others

1451

people were helped to move away from, and stay off, the streets of London

52%

of the people we support come from the UK

THE IMPORTANCE OF RELATIONSHIPS

Finding a home is a physical and mental journey. So that's how we approach homelessness – by providing the physical means to make a change, and the motivation and support to maintain it.

It often starts with a chat, a cup of tea and perhaps a hot meal or shower; the chance to use a washing machine, a computer, or to charge a phone - simple things that aren't easy when you're living on the streets.

Then it's about listening to people, building up trust and understanding, so we can work out together what they need next.

At The Connection, we get to know each person we work with, so we can tailor our support to their unique needs and hopes for a better future. When they're ready to make a change, we connect people to specialist services – from mental health support to accommodation. Going with them on their journey, we help them build the skills to keep going with their goals.

This can take years, but now, with our support, they gain the belief that change is possible. And if they need support in the future, they know exactly where to find us.

“

It often starts with a chat, a cup of tea and perhaps a hot meal or shower - simple things that aren't easy when you're living on the streets.

We also help people to rediscover their unique skills, passions, hopes and dreams – the things that make us all feel human, and help us find our path through life. So that ultimately people can find their own way off the streets, towards a place to call home.

JOE'S STORY

We've known Joe since he was a teenager. Joe and his mother were both homeless for a significant period and used our day centre regularly. Before this, Joe had experienced violence at the hands of his mother's partner.

Joe had trouble sustaining his accommodation, and often used drugs and alcohol to cope with his anxiety. During one conversation with Joe, he told us that he felt 'stuck' in a negative cycle. He recognised the continuity and stability we'd offered through our relationship with him over the years but didn't know how to proceed.

Because we knew him well, we were able to identify moments of hope in our work where Joe had made some real changes to his life at different points – often linked to his relationship with his daughter. Joe was offered time with our in-house psychologist James to work through the trauma he'd experienced together.

James says, "We see lots of people like Joe who reject help as a form of self-preservation. And they aren't wrong – it makes sense that they see the world as dangerous if it has been dangerous for them previously."

Joe was given the time and support he needed to start thinking about different ways to cope with his anxiety and to envisage the future he wanted away from the streets.

He eventually moved into our supported accommodation at St Martin's House, and from there has moved into his own flat, where he is flourishing.

The Connection Model – working 'with, not for'

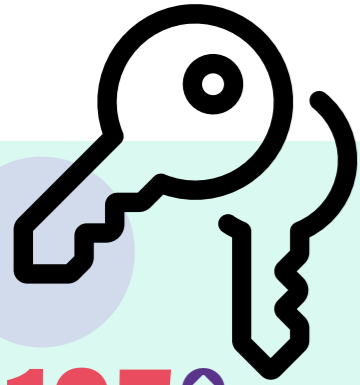
We support everyone we work with based on our [Theory of Change](#) – this is based on 3 principles:

- 1 Building relationships of trust and connection with people who have lost faith in services, working with people experiencing homelessness to create the change they want;
- 2 Recruiting, supporting and developing staff and volunteers who have the attitude, skills and expertise to build relationships of trust and connection with people experiencing homelessness;
- 3 Using evidence from people experiencing homelessness as well as research and our own data to work together to influence the systems which are designed to help people to move away from the streets successfully.

You can see our Theory of Change in action and hear Mary and Rick's stories by watching our animation [here](#).

2022 / 2023

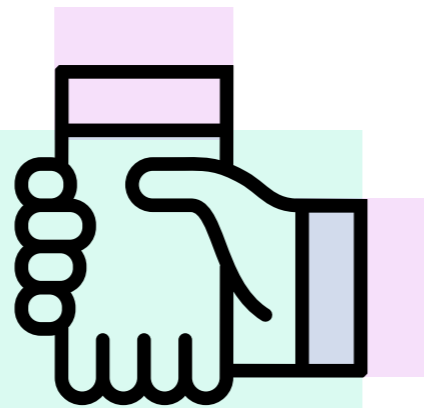
Achievements:



185 [↑]

21/22
178

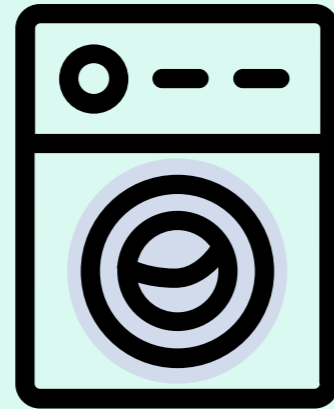
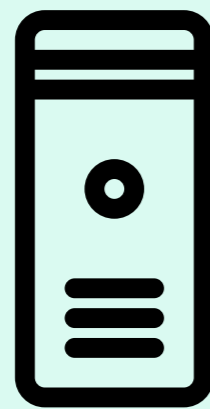
people moved into new accommodation with our support.



1475 [↑]

21/22
1390
with 356 people

contacts with **309** people on the streets during outreach shifts.



1162 [↑]

people welcomed into our centre to use our essential services.

21/22
1125



204 [↑]

21/22
172

people helped with their migration status.



151 [↑]

21/22
131

people enabled to take part in group activities as part of our Recovery Programme.



28 ⁼

21/22
28

people supported into work and volunteering opportunities.

Reaching out

Our Street Engagement Team (SET) is a daytime outreach team in Westminster. We work very closely with local night-time outreach teams and other sector partners like health and treatment services.

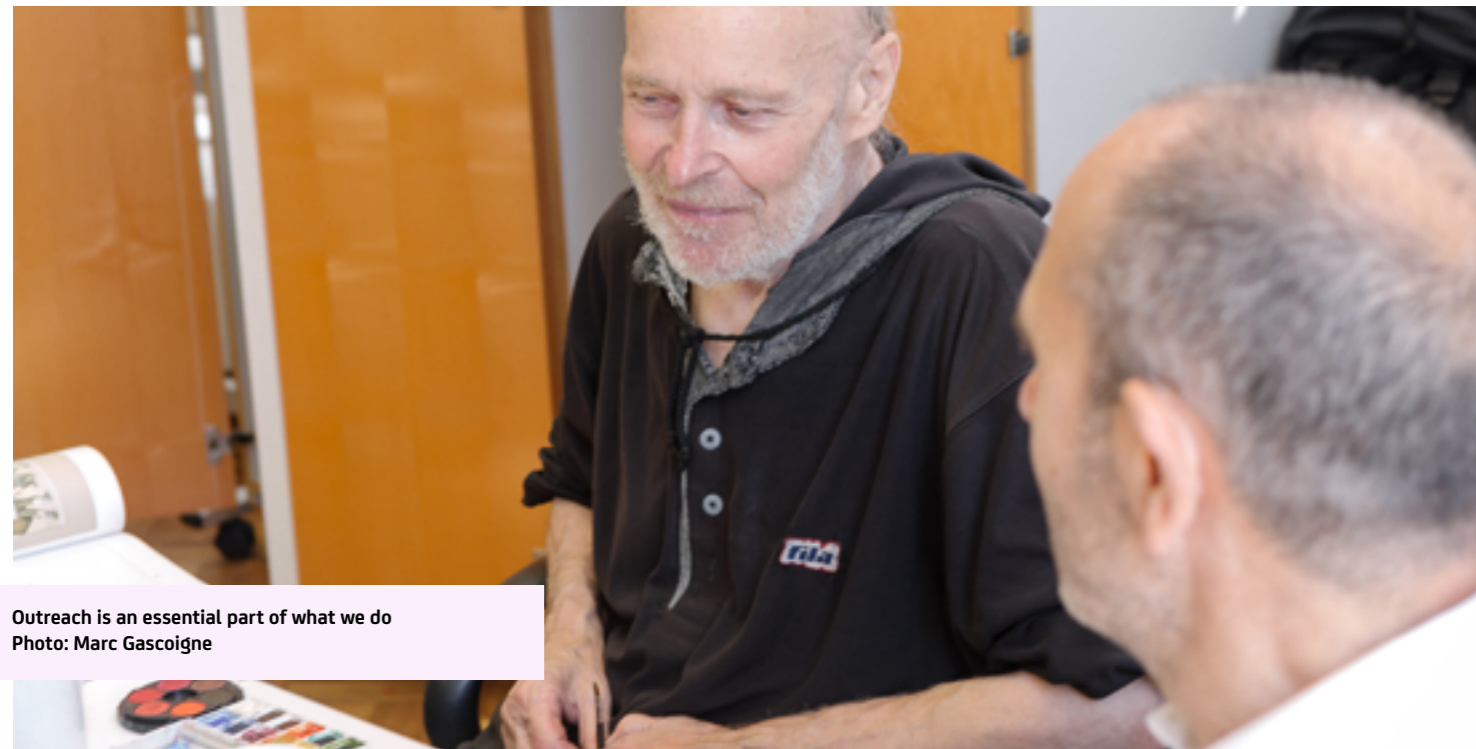
Having both day-time and night-time outreach is vital, because it allows us to engage with people who might not otherwise have support; people who bed down in hidden areas overnight can be missed by traditional night-time outreach.

It is important to be able to deliver a multi-disciplinary service on the street because a significant part of supporting people is helping them to stabilise their health needs so that they can sustainably manage longer-term accommodation.

The Street Engagement Team runs regular shifts with the Homeless Health Service, which can offer prescriptions, make referrals to specialist services, and deliver on-the-street care.

“

Both day-time and night-time outreach is vital, because it allows us to engage with people who might not otherwise have support



Outreach is an essential part of what we do
Photo: Marc Gascoigne

We also run shifts with the NHS Joint Homelessness Team, which can assess mental health needs, offer support, and arrange for mental health assessments to take place when the person is severely unwell. The team can also act as the person’s care coordinator if needed, providing support and consistency through what can be a distressing time.

The team runs the innovative Outreach Prescribing Clinic on Wednesday afternoons. This is a flexible drop-in service that offers rapid opiate substitution prescriptions. Having this flexible approach removes two major barriers – timekeeping and remembering appointments – and means we can work with people in an environment in which they feel comfortable. This is often a first step to supporting people to access other services too.

We also partner with the Dr Hickey Surgery and Turning Point to get people into drug and alcohol treatment from the street as and when needed. Together, we also offer an on-the-street prescribing service for those who are at high risk of harm, but haven’t made it into the Wednesday clinic.

**THIS YEAR,
THE TEAM MADE**

1,475

street contacts with 309 people on the streets during outreach shifts

IN TOTAL (INCLUDING NON-STREET CONTACTS LIKE IN THE CLINIC) THE TEAM SUPPORTED

401

people with 78 people supported into accommodation, and 92 to attend our Outreach Prescribing Clinic for flexible support with drug and alcohol treatment, as well as other health interventions

Lauren had been sleeping on the streets around the West End for a number of years. She has experienced serious physical and mental health difficulties and uses drugs and alcohol. We also work with her partner, and have had concerns about her safety due to the coercive and abusive nature of their relationship.

LAUREN'S STORY

Lauren is very mistrustful of services and often moves locations. The team have worked hard to maintain a relationship with her and will travel frequently to find her.

We have supported Lauren in a number of ways; helping her to access benefits, supporting her with her substance use, and linking her up with street-based health services.

We have also supported her to make police reports of abuse within her relationship, or madethese for her with her consent when she has not been able to.

We have made multiple accommodation referrals for Lauren, although these have not worked out as she has repeatedly left to return to her partner. Most recently Lauren has been accepted into a specialist housing project for women experiencing abuse.

Alongside this, we continue to support her partner; we believe that supporting him to stabilize will reduce harm to her. It is important to remember that her partner is also vulnerable, and is experiencing multiple barriers to services. Whilst we do not believe these unmet needs excuse the violence, they definitely contribute to it.

The work of the team is often about utilising small windows of opportunity, and being there on the ground to support people when the time is right. The amount of time and effort that has gone into supporting Lauren has meant that she is both still alive, and moving forward with her life.

Welcoming people into The Connection

At The Connection we know how important it is to feel welcome and safe. The wide range of practical services at our Adelaide Street centre supports immediate health and wellbeing needs. It also acts as a platform to strengthen relationships, deepen engagement and support longer-term recovery.

The team gets to know people informally - when they hand over towels and toiletries, set someone up in front of a computer or perhaps escort someone to the nurse. Over time, these small actions of practical support and kindness help to foster trust. This means people are much more likely to approach staff when they need or want additional support.

“All the hope finished; my money had finished. I had to come to the streets. And when I came to the streets, I got in touch with The Connection. The hope, the life change... at that moment, I was so happy”

The team also conducts welcome assessments, which allow us to discuss what people's priorities are and what support they would like to help achieve these. People's priorities are hugely varied, which is why we work hard to ensure we get to know everyone as an individual.

We support people to:

- find accommodation;
- access onward referrals or supported reconnection if their needs can be better met elsewhere;
- resolve issues with their migration status and to make onward referrals when needed;
- link in with other support services to help people to move away from the streets – like nurses, psychologists and treatment for substance use;
- access activities and groups that help them to build the skills, confidence and resilience to recover from homelessness;
- search for and get into work.

1162

people came into our centre to use our essential services this year

“

Over time, these small actions of practical support and kindness help to foster trust

Sometimes, people have less complicated needs that can be resolved with the help of our Triage and Brief Intervention (TBI) service.

This year, the TBI team helped:

34

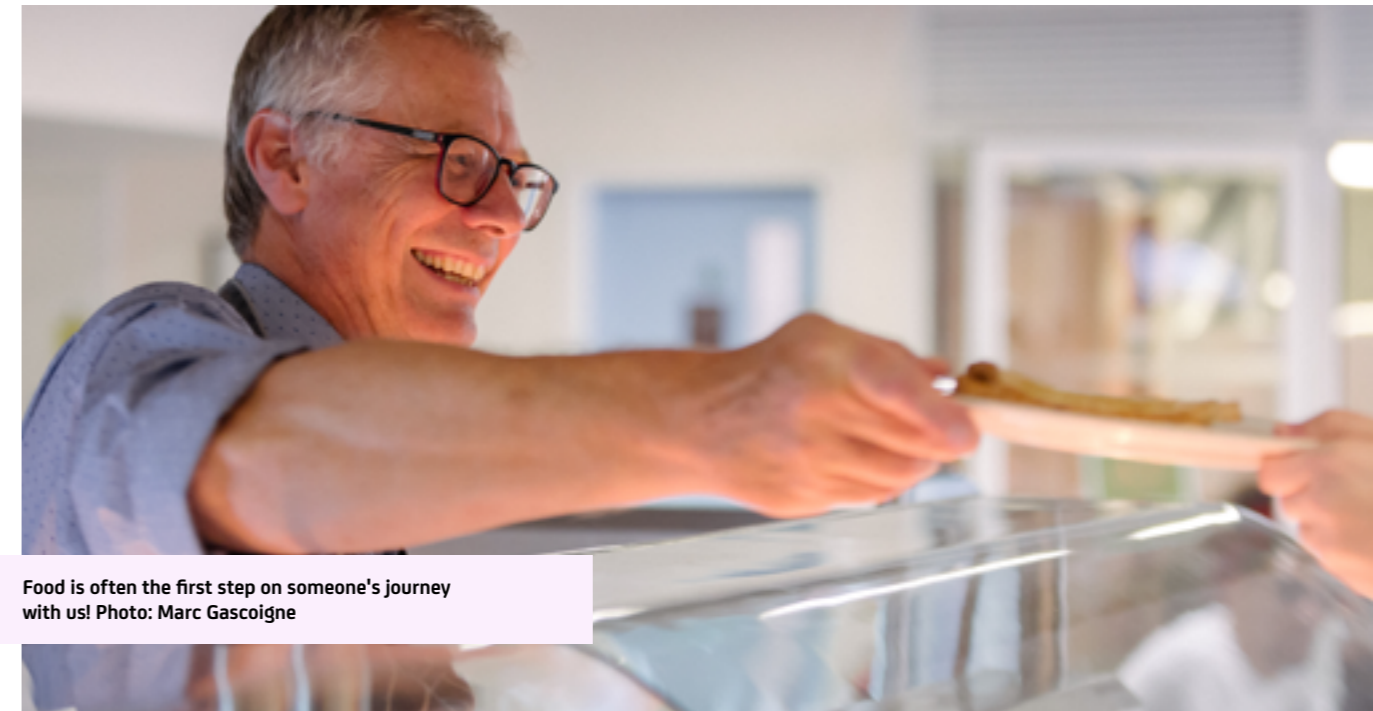


people move into accommodation

56



people reconnect back to their home area



Food is often the first step on someone's journey with us! Photo: Marc Gascoigne

Aleksander came to us at the start of 2023 after being evicted from his accommodation project in south London for persistent drinking on the premises. During our welcome meeting, Aleksander agreed to a referral to our partners Turning Point for help with his alcohol use. He also started attending mutual aid community groups for additional support.

ALEKSANDER'S STORY

This support encouraged Aleksander to commit to abstaining from alcohol, which meant he could concentrate fully on finding somewhere to live. We were able to help him to find a room in shared flat in west London. We also linked him up with AA meetings in that area and supported him to find a sponsor who continues to support his abstinence. This has changed Aleksander's life enormously, and he is feeling hopeful about his future.

Finding somewhere to call home

Helping people to find accommodation is of course a vital part of what we do. Our Housing and Resettlement team works intensively with people in the most complex situations, to support them into housing as well as help with other needs they may have.

Homelessness and poor mental health often go hand in hand - over two thirds of people experiencing homelessness are impacted and common conditions include depression, anxiety and paranoia. Poor mental health can be a cause of someone's homelessness, or it can develop from the trauma of sleeping rough. The Housing and Resettlement team has two specialist mental health advisors who provide added specialism and support to clients who are experiencing more complex and enduring mental health needs.

St Martin's House

St Martin's House supports people who need some extra help maintaining a tenancy, and provides accommodation for up to two years as a stepping-stone to a more permanent housing solution. Residents have their own studio flats alongside communal areas.



I'm lucky with the support and the services that I've had, because there's a lot of people out there for whom it's very different. I've been able to pull myself out of that dark place."

Migration

Our dedicated migration team supports people who need help with their migration status. This service is vital because around half of all people rough sleeping in London are non-UK nationals - which can act as a barrier to accessing accommodation. Often, these people face additional challenges when recovering from homelessness, from lack of documentation to complex legal issues. These processes can be lengthy and require intensive support from our specialists along the way.

The team can support people by

- 1 helping them understand their entitlements and routes to legal status in the UK;
- 1 supporting them to obtain ID;
- 1 advocating for their rights and supporting them through the immigration system; working with them if they seek to return to their country of origin.

185

people moved into new accommodation with our support this year

263

people were supported by our Housing and Resettlement team

22

people were accommodated as residents at St Martin's House this year

204

people were helped with their migration status this year



Our computers are always popular
Photo: Marc Gascoigne

OMER'S STORY

Omer is a Sudanese national with serious health issues. He is a journalist and worked for the UN for some time in Sudan, before needing to leave the country and claim asylum in the UK for his safety.

He was granted refugee status in 2015, and needed to apply for further Leave to Remain by 2020. Lockdown restrictions meant that he was not able to find legal representation to do this and missed the deadline, becoming an overstayer and losing his rights to work or receive benefits. This left him unable to pay his rent and he stayed on friends' sofas for a few months before becoming street homeless.

This was an extremely difficult time for Omer. Not only was his chronic pain and physical disability worsening, his mental health was deteriorating with increasingly low mood and poor memory.

The Migration team helped Omer by submitting an out of time application for Indefinite Leave to Remain, which was successful. He now has the right to work and claim welfare benefits, and he is in accommodation. The Migration team also helped Omer with applying for a Home Office travel document, which he has now received. He plans to visit Saudi Arabia with his daughter to be reunited with his family. After a very stressful time, Omer is in good spirits and is very happy to be able to travel and see his family. He is also looking for volunteering opportunities to put his skills to good use. He is very glad he found The Connection, and feels we have helped him to get his life back on track.

Helping people into further support

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, and we know that this can contribute to feelings of isolation and poor mental health.

Our recovery programme encourages people to develop essential skills and express themselves through art, music and discussion.

151

people attended our groups, including the art room, gardening group and others



People can work with our therapist and volunteers in our art room. Photo: Marc Gascoigne

Often this is a great way of helping people who have experienced trauma. Having access to these creative outlets can have a really positive effect on their recovery. It also gives people the chance to build confidence and skills in a safe environment that they can take forward into the future.

We began the year with no Recovery Programme Coordinator in place and with a skeleton offer of groups and activities. Our new Coordinator took up the role at the beginning of summer and quickly implemented an extensive programme of groups and activities at both St Martin's House and Adelaide Street.

By the end of the year, there were nine established, regular activities and groups ranging from spiritual space and other support and discussion groups, to art therapy and Streetwise Opera. This also includes the Women's Space which have had different activities each week. A monthly feature at Women's Space has been the provision of bodywork sessions; realignment, muscle release and energy healing to provide an immediate change in state.

23

people attended employment training or workshops

28

people were supported into work and volunteering opportunities

“

The past year has shown an increase in demand for our Skills and Opportunities service

“If you cross that door, they're going to help you. They ask you if you want to talk. They ask if you want to take part in the activities. You have plenty of time to think about yourself, about everything...”

The past year has shown an increase in demand for our Skills and Opportunities service with the number of referrals steadily climbing. The number of people wanting to access employment and training support seems to have jumped up considerably from January 2023 - a common trend at the beginning of each year when people decide to start afresh and many found themselves in London and needing support in their job searches. There is of course the post-pandemic return to 'normality' to consider too, as well as the significant differences that Brexit and changes in legislation have meant for the people we support.

We also saw the launch of the gardening project. The scaffolding structure was installed in the church courtyard and the planting of a range of fruit, vegetables and herbs began in the spring. Alongside the installation, our Gardening Coordinator has run a variety of activities with clients, including replanting some of the bay trees and creating some fantastic terrariums. Throughout the spring and summer months the garden continued to flourish, and we were able to harvest a range of produce that was used in the kitchen. During the winter months our Gardening Tutor continued running sessions indoors and has been able to replant a variety of fruits and vegetables ready for next year.

BOB'S STORY

Our Gardening Tutor Julia first met Bob when inviting him to an indoor gardening session where we were decorating terracotta pots for plants. He didn't have an interest in gardening but decided to give it a go. Since then he has discovered his green fingers and been involved in lots of different tasks in the garden from planting and pruning bay trees to clearing out the garden for the winter.

Most importantly, Bob has told us that the garden has become a very important space for him to express himself and feel comfortable. He said “the garden brings out something in me, which gives me the space to think and say things out loud”. This is exactly the aim of our recovery programme and illustrates the wonderful potential of a garden to be a reflective space as well as a practical one.

Women's homelessness

We know through the growing evidence base that women are present in the homeless population in much greater numbers than is generally assumed. There is increasing recognition that men and women experience homelessness differently, both in terms of routes into homelessness and their experience of homelessness itself - particularly regarding the relationship between women's homelessness and gender-based violence.

We have found that women with lived experience of homelessness and rough sleeping routinely indicate that they frequently feel unsafe in mixed-sex, male-dominated homelessness services and are at heightened risk of exploitation and violence during periods of homelessness.

We know that an increased focus on gender and a culturally informed lens needs to be applied throughout services to ensure we are responding better to women's needs across services.

“By now, I have almost forgotten everything. It’s just like I had a bad dream. There is so much I am excited about now. I’m getting back on my feet with the help of and The Connection, they’ve been really great for me.”

111

people attended our women-only group this year

We responded to the crisis of women's homelessness by opening our Adelaide Street centre to women only each Wednesday morning, providing a space to feel secure and safe while seeking help. As we enter our second year, we have started to strengthen how we co-design and co-develop this space so that it continues to meet the needs of the current women using the service.

The Women's Development Unit

The Women's Development Unit finished its second and final year at the end of March 2023. The Unit was set up to advocate for and enhance the voice and experiences of women experiencing street homelessness to improve services available to them.

The Unit has achieved a great deal in its two years, including publishing the [London-wide Strategy for Ending Women's Homelessness](#). The Strategy brings together recommendations about the specialist services we need to expand, the different ways we can offer support, and how we should all be thinking more about women's homelessness.

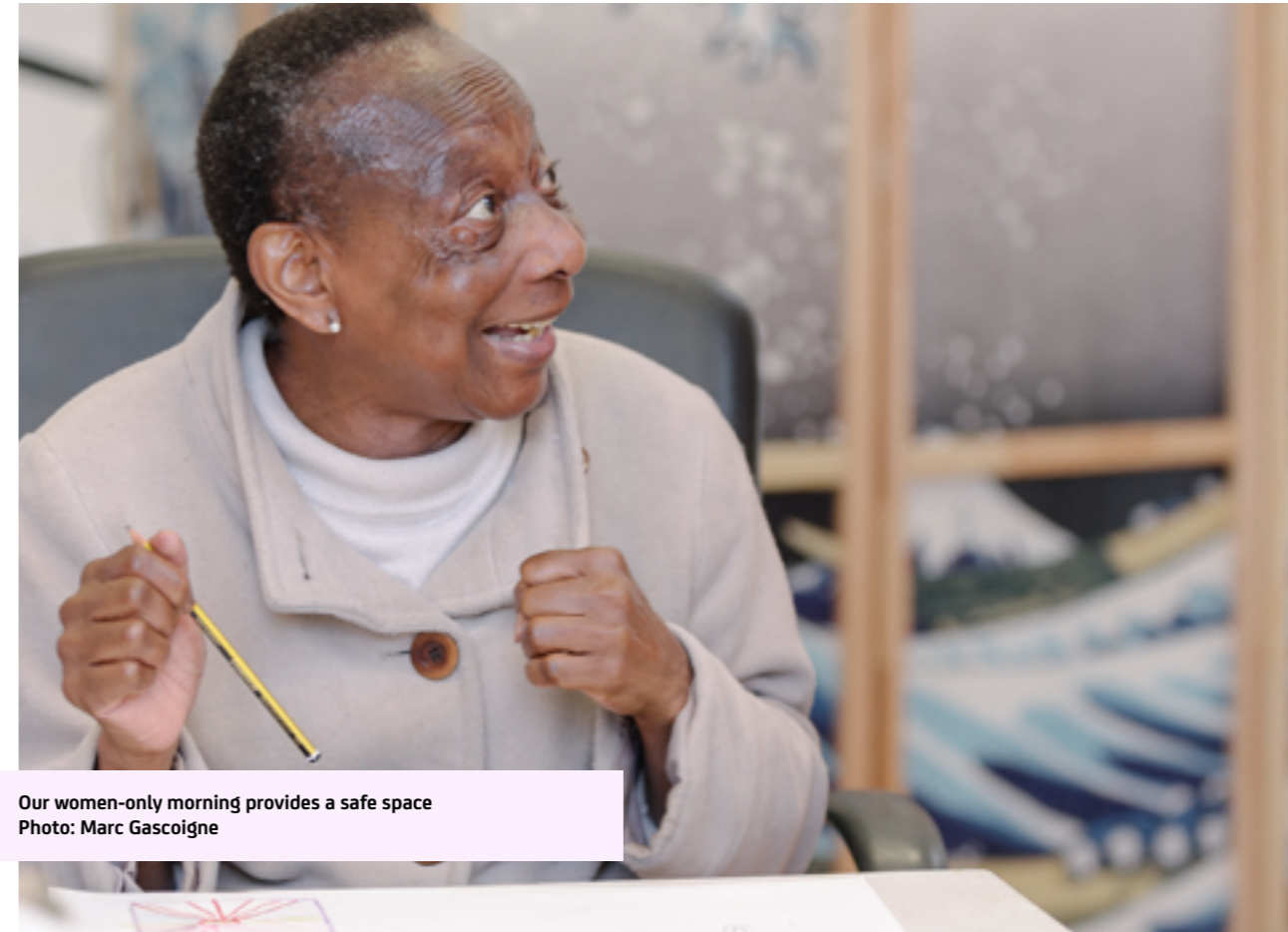
The Women's Development Unit was instrumental in delivering the first women's rough sleeping census in October 2022. The report, [Making Women Count](#), was published in March 2023 and sets out the key findings of this pioneering approach.

22%

of women surveyed had slept rough for more than 30 nights in the last 3 months

33%

of women surveyed slept rough the previous night



Our women-only morning provides a safe space
Photo: Marc Gascoigne

The census found 154 women rough sleeping in London in a week. This indicates a higher number of women sleeping rough in London than previously believed. It also emphasises that women's rough sleeping is often transient, intermittent and hidden – which means that women are often not represented in official statistics and, crucially, are often precluded from accessing support and housing.

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

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

154

women were found to be rough sleeping in London in a week

“

Women's rough sleeping is often transient, intermittent and hidden

One of the final outputs of the Women Development Unit is the development of the Gender Informed Audit toolkit, co-created with women with lived experience of homelessness. It is designed to set out the fundamental principles of a gender-informed approach and identify the essential elements that underpin gender-informed service delivery and organisational practice.

The audit and toolkit aim to support organisations, step-by-step, in their journey toward becoming gender-informed. It provides examples of evidence-based best practice and concrete, practical solutions that can be enacted and embedded within organisations. It is hoped that this toolkit will support the sector to develop consistent gender-informed practices, responsive to the needs of women experiencing different levels of multiple disadvantages.

We are currently piloting the audit and looking forward to sharing the learning across the sectors.



Homelessness services engage with women less frequently as they are often not set up to be women specific, tend to be overwhelmingly male attended and do not meet the needs of women



Jade is thriving in her new flat
Photo: Gary Manhine

18 Keys Project

The Women's Development Unit research work has shown that one of the biggest barriers is not having any safe accommodation to refer women to – particularly those who have experiences of street homelessness and interconnecting needs. There are very few women-only specialist accommodation services for women in London.

We have responded to this by developing the 18 Keys project, in partnership with the St Martin's Trust. This exciting project will transform St Martin's House into a dedicated space with 18 self-contained studio flats for those who identify as women. Our plans for the redevelopment include a communal space for people to come together. Intensive support will be available on site.

For more information, please visit www.18keys.org.



Specific methods, tools, and processes are required to understand and establish a more accurate picture of how women experience rough sleeping

After spending most of her life living in foster care, Jade had a baby and was living with her partner's family. After the relationship broke down, Jade was confronted with the choice to give up her child to foster care or leave their home. She chose the latter.

JADE'S STORY

Jade came to London to live with her mother, but it didn't work out. At just 19, she started sleeping rough. Her mental health deteriorated and she started using drugs to cope.

Jade got in touch with The Connection at St Martin's. She initially used The Connection for basic services – showers, laundry, a hot meal.

She soon built a very strong relationship with her key worker Hannah, who helped her to get support for her substance misuse and encouraged her to take care of her mental health.

Hannah also helped Jade get a flat, and start to rebuild her relationship with her family. Their relationship has been a real turning point in Jade's life.

Jade is now settled and working hard to be the best mother she can be to her daughter and her younger son. She is also busy turning her flat into a home.

“It's just your home, isn't it? You can do what you want with it. You can have who you want in it. Have it decorated how you want. If you don't want someone in there, tell them to get out. It is safe. I always wanted a home, and now I have a home and it's mine. It's got my name on it. No one can take that away from me”

IMPROVING OUR INFRASTRUCTURE

Equality, diversity and inclusion

We have continued to improve our work around equality, diversity and inclusion this year, following the appointment of an external consultant last year who helped us to develop an EDI plan.


Progress has been made across all areas of the plan, and particularly in relation to our recruitment systems. We have also reviewed the role of the Equality, Diversity and Inclusion Group to ensure that their activity is aligned to the strategy. The EDI Group select events each year to celebrate with staff and clients through a range of activities. This year, these included LGBTQ+ History Month, International Women's Day, Pride, Eid and Black History Month.

Our annual conference, which is attended by all staff, dedicated half a day to equality, diversity and inclusion, and this has been supported with ongoing e-learning modules.

“

The EDI Group select events to celebrate with staff and clients... this year, these included LGBTQ+ History Month, International Women's Day, Pride, Eid and Black History Month



 Debby hard at work in the kitchen!
Photo: Marc Gascoigne

This year we have also recruited and trained four Experts by Experience, who all have lived experience of homelessness and accessing homelessness services across the UK. The Experts by Experience will be able to use their lived experience to add much-valued perspective to governance discussions with our Board of Trustees. We are currently working through the next stages of implementation and very much look forward to creating the opportunities for our Experts by Experience to contribute their views to the development of the organisation.



This year we have also recruited and trained four Experts by Experience, who all have lived experience of homelessness

Communications and advocacy

This year we have been bedding in the step change in our communications work; updating our website, social media and other communication materials to ensure that everyone who needs help can easily find it. We have introduced language translation and accessibility tools on our website to support this.

We have also laid strong foundations for communicating about our new Theory of Change as a key part of our new organisational strategy, investing in an animation and other supporting materials.

Our advocacy work around treatment has continued to gain momentum, with staff across the whole organisation coming together to start testing new drug and alcohol support options which we believe will work better for our clients. We are gathering evidence to enable us to present these options and make them a reality in Westminster and beyond.



Our advocacy work around treatment has continued to gain momentum, with staff coming together to start testing new drug and alcohol support options

Finance, facilities and human resources

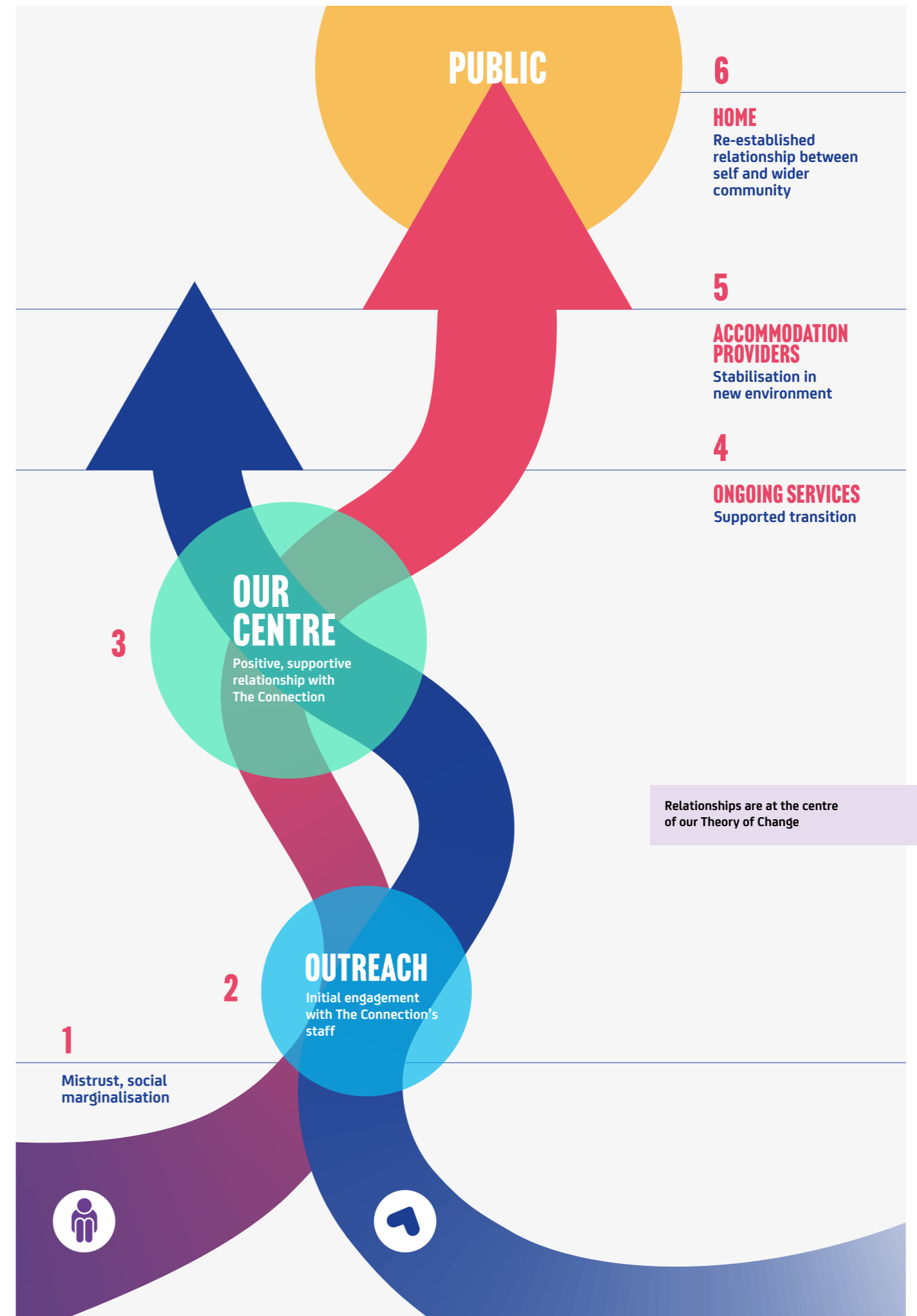
The Finance team has continued to strengthen internal controls this year – implementing a more rigorous approach to budget management and forecasting, and continuing to bed in our procurement approach across all purchasing.

The Facilities and IT team has continued to seek out environmentally friendly activities, replacing all lighting with low consumption LEDs, and replacing cleaning products and office supplies with eco-friendly alternatives wherever possible. As part of our drive towards more flexible working, we upgraded the WiFi provision throughout our office, and invested in new equipment.

The HR team launched an online recruitment platform to improve every aspect of the recruitment process for both recruiter and applicant. The new system has streamlined the process, improving candidate experience and saving recruiting managers' time. We have also reviewed and renewed our e-learning modules and, as part of our training plan, staff are set mandatory training to complete quarterly.



Our annual staff survey showed that satisfaction was up almost 9 percentage points across the board from 76.9% to 85.5%.




LOOKING BACK, LOOKING AHEAD

Looking back over the last five years...

When I arrived at The Connection in 2017, I wanted to make sure I built on its strong foundations; we had a lot of expertise in working with people sleeping rough in central London, our well-resourced centre was a fantastic base from which to run services and we had an incredibly valuable supported accommodation service, St Martin's House in Clapham. As a key part of the St Martin's family, we enjoyed a high profile, great support and financial stability as well as use of the building. We were experiencing rising rough sleeping and impending Brexit.

We agreed a strategy for 2018 – 2023 and over the course of those five years, we have made a lot of changes. These were partly planned, and partly as a result of the huge disruption of the pandemic which changed our operating environment very significantly for two years.



 Pam Orchard, CEO
Photo: Marc Gascoigne

The most important development has been to think through in some depth what makes us, us. This has included considering what we bring that can really make a difference for people sleeping rough in central London.

We have worked with the South London and Maudesley NHS Trust, putting their award-winning psychological expertise to the test. As a result, we have now got a 'Connection model' which puts relationships at the heart of our work. We have aligned our services around this and now have a clear focus on people facing the most significant barriers to moving on to a home.



The most important development has been to think through in some depth what makes us, us


Alongside this, we have created a vision for St Martin's House. We have worked with partners to understand more about women's homelessness and are now developing a ground-breaking women's accommodation service. At time of writing, we are awaiting planning permission for a capital development to create a psychologically informed communal space and two additional self-contained flats on the site. The building will house a new service we are creating for women who have slept rough and have not had their needs met within existing services in South London.

We have worked hard on our behind-the-scenes systems such as IT, HR, finance and governance so that we can be the absolute best charity possible within the resources available. We have also increased our fundraising and developed our working relationships with the St Martin's Trust and the St Martin's Charity. Finally, we have made significant



We have worked with partners to understand more about women's homelessness and are now developing a ground-breaking women's accommodation service



 We design services alongside the people we work with
Photo: Marc Gascoigne

improvements to our messaging and communications work so that we can build the support and change we all need to address rough sleeping in central London.

Looking ahead to the next five...

We land in 2023 with rough sleeping at very similar levels to 2018, and growing. Many of the people who sleep rough around us have experienced serious trauma, with resulting mental ill-health and addiction. This means that they have many barriers to overcome to find a place to call home.

Half of the rough sleepers in Westminster are not from the UK. This does not mean they are not entitled to be here - however, they may have 'no recourse to public funds', which means they are

not entitled to benefits, accommodation or healthcare beyond A+E. This creates a very narrow set of options for people and as a result many of our non-UK clients continue to live on the streets for long periods of time. The obvious deterioration in their wellbeing is compounded by issues of trafficking, exploitation and modern slavery.

About 20% of people sleeping rough in Westminster are women. Our extensive research through the Women's Development Unit has highlighted that women experiencing homelessness need a different response. They have almost always been a victim of sexual violence, particularly during their time on the streets. All the evidence shows the need for women-only spaces to enable them to heal, regroup and move into a stable home.

Our new strategy has relationships at its heart. We need to build trust with people who feel let down by services. This takes time. However, even with positive, trusting relationships, we can't get people off the streets unless there are homes to offer them. People who have slept rough need affordable, suitable and secure accommodation.



Our new strategy has relationships at its heart. We need to build trust with people who feel let down by services.

At The Connection we see homelessness as a societal problem, rather than a decision someone has taken. We have a collective responsibility as a society to care for those who are vulnerable, isolated and unwell. We will be working with accommodation providers to unlock new routes to tenancies, with accompanying long-term support so that people can thrive in a secure tenancy.

Alongside this, we will be advocating for additional responses for women who are homeless and for people who have no recourse to public funds. These two groups must be catered for better if we are to see a significant reduction in numbers of people sleeping rough in London. We also want to see better and more flexible treatment offers to help people to overcome mental ill-health and addiction. Our St Martin's House development is already underway, with the building extension planned for 2024. We intend to open up more accommodation options in the remaining years of the strategy.

Achieving these changes alongside our existing service provision will require an increase in our fundraising and other income-generating activities. We are investing in our team to ensure income and service growth over the coming years - particularly strengthening digital marketing and our capacity to win statutory contracts.

To help us to build relationships of trust with our clients and extend our support in new ways, we will need to invest in our team. We are developing our working culture and building the skills, knowledge and expertise of our workforce. Alongside this, we will redevelop our volunteering offer and increase opportunities for people with lived experience of homelessness to work for, influence, volunteer with and govern our charity.

Finally, we will provide excellent governance oversight, financial acumen and legal compliance in all areas. We are determined that The Connection will do the best job it can for the people that need us.

Paul Archard

FUNDRAISING AND OUR VALUED SUPPORTERS

Fundraising

We are incredibly grateful for the support we received from a wide range of companies, foundations, trusts, groups and individuals this year.

Our approach to fundraising is to be transparent, honest and respectful, meeting the needs of our donors and our service users. We are registered with the Fundraising Regulator and adhere to the Code of Fundraising Practice. During 2022/23, we reviewed our policies and procedures in line with all legal and best practice standards, and have updated our Ethical Fundraising and Supporter Safeguarding policies.

When we work with partner organisations who carry out fundraising activities on our behalf, we set their work through formal agreements, and monitor their activity regularly.

All fundraisers in our team of 10 follow the requirements set out in the Code of Fundraising practice, including those that relate to interactions with vulnerable individuals. Fundraising team members completed an adult safeguarding course and a data protection course in 2022/23, and all new starters complete this same training as part of their induction. We didn't receive any complaints about our fundraising this year.

2022/23 was the final year of a 4-year Fundraising Strategy, directly linked to the 5-year organisational strategy, which has resulted in a clear roadmap for fundraising actions, and has laid the foundations for greater collaboration with our wonderful supporters. We have developed a new 5-year Fundraising Sub-strategy to guide our work from 2023/24-2028/29.

OUR VALUED SUPPORTERS

Our supporters are incredibly important to helping us deliver our services as we rely on donations. Here are just some of the people and organisations who supported us to change lives this year.

The Friends of The Connection – We are grateful for the ongoing support of our sister charity The Friends of the Connection. The Friends raise funds towards our work through their membership subscription, general donations, periodic appeals, legacies and fundraising events, including in particular the annual Queen Eleanor Cycle Ride.

The Friends had a particularly successful fundraising year in 22/23, raising in excess of £400,000 on behalf of The Connection. Their longstanding support for our work is extremely appreciated and we'd like to thank them all.

St Martin-in-the-Fields Charity – Within the St Martin-in-the-Fields family is the St Martin-in-the-Fields Charity, who run the wonderful BBC Radio 4 Christmas Appeal every December. Its Making a Difference programme shares the powerful stories of some of the people that they support, including our clients.

In 2022/23, St Martin-in-the-Fields Charity made an £800,000 grant towards our Street Engagement Team, Housing and Resettlement Team and Recovery and Opportunities activities. We are very grateful for its fantastic ongoing support.

St Martin-in-the-Fields Trust – St Martin-in-the-Fields Trust is also part of the family of charities at St Martin-in-the-Fields, and is supporting us by raising funds for the 18 Keys project, a redevelopment project to provide supported accommodation to women experiencing homelessness.

We are working together to develop and expand facilities that will enable these women to find the space and support they need to recover.

AMAZING INDIVIDUALS

Jay Flynn – Our ambassador Jay was once a client of The Connection, and during the pandemic was awarded an MBE for raising over £1.3 million for charities in his virtual quiz events. In 2022 he ran the London Marathon for us for the second time.

He also held our first in person live quiz night event which was a huge success and will be coming back in 2023.

Duncan MacPherson – Duncan works for one of our corporate partners and ran in the 2022 London Marathon on behalf of The Connection. Duncan did fantastically well and managed to raise over £10,000 for The Connection, more than 5 times the target amount.

EXCELLENT EVENTS

For the first time since before the pandemic, we ran a 4-day Pilgrimage to Canterbury. It was fantastic to see the return of this wonderful community-based event, raising funds on behalf of The Connection!

After the London Marathon, every year we open up our doors for other charities and their runners to join us at a post-race reception, where their runners can use our shower facilities, enjoy a massage and have a hot meal together. In 2022 we had a total of 4 charities join us for our post-race reception.

The London Walk was back for its second year. This time we were able to recruit a total of 18 Connection walkers. They did an incredible job and managed to raise over £12,600 for us.

COMMITTED COPORATES

We are incredibly grateful for the continued support we received from our corporate partners in 2022/23. They provide vital help through corporate donations, employee fundraising, gifts in kind, volunteering hours and pro bono projects. Thank you to all in the business community who are helping us make London a better city for everyone.

Highlights

- + Coutts & Co and The Coutts Foundation continued their longstanding support for The Connection by providing us with generous grants for both our core services and our Street Engagement Team. We were also thrilled to be the focus of the iconic Coutts 'Christmas window' in December 2022 – a beautiful display which raised awareness of our work and also had a fundraising mechanism. We are also a beneficiary of the Thank You from Coutts reward programme, through which Coutts clients very generously donated in excess of £100,000 to support people experiencing homelessness.

- + STASCO provided much needed financial support during a year of uncertainty. As well as their usual annual donation, they responded to our 'Cost of Living Crisis' appeal with a generous extra grant to help us cover the cost of rising bills.
- + Our friends at Intercontinental Exchange continued to fund our Recovery and Opportunities programme of activities in 2022/23 with an incredibly generous donation of £75,000. We are extremely grateful for this funding, which helps the people we support to rediscover their passions and recognise their strengths.
- + We'd like to thank all the businesses who have supported their local community by funding our Street Engagement Team. We are grateful for the grants we received from Coutts Foundation, Heart of London Business Alliance, Shaftesbury Plc and Network Rail.

Thank you to all our longstanding partners for your support over the last year, including Prudential Plc, Generation Investment Management, Deckers, DAC Beachcroft, Pulse, IK Partners and JSS Search. We also welcomed new partners; Olayan Europe Limited, FRP Advisory Trading Limited and Professional Mortgage Services – we are excited to continue working with you in 2023.

VITAL VOLUNTEERS

Thank you so much to all of our incredible volunteers. From supporting us to run our weekly women's space, facilitating our volunteer-led art group, supporting the photography group, serving food, assisting the work of our data team and much more. You really make an enormous difference to the work we do in building relationships with the people we support and empowering people to make positive changes in their lives.

TRUSTS AND FOUNDATIONS

We remain incredibly thankful for the support of some 50+ charitable trusts and foundations who have supported our work during the year. We are fortunate to work with some wonderful funders who have supported us for a long time, and often with unrestricted funding. We are also grateful to our newcomers who have funded more specific services. All donations small and large have made a real difference to the work we do with people as they recover from street homelessness.

We would like to highlight the Coco Joelle Foundation, which has been instrumental in enabling us learn more about women and homelessness. Their substantial 2-year support towards the work of the Women's Development Unit has resulted in key learning and insights, which will benefit our work with women in years to come.

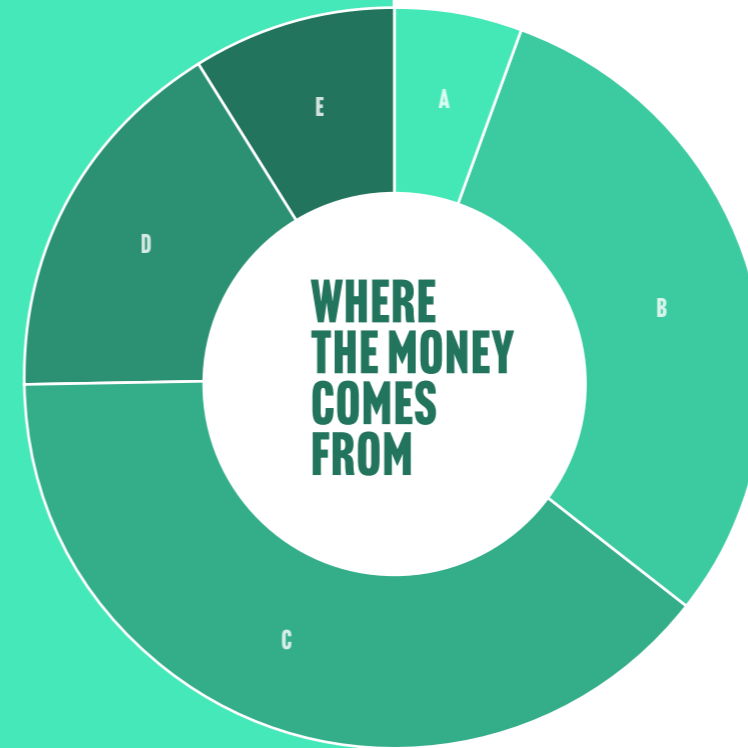
Thank you to all of our supporters, staff, clients, volunteers and all the organisations we have worked with this year. Because of you, The Connection is still a place for people to turn when they have nowhere else. Together, we can make London a city where nobody needs to sleep rough.



How we manage our money and resources

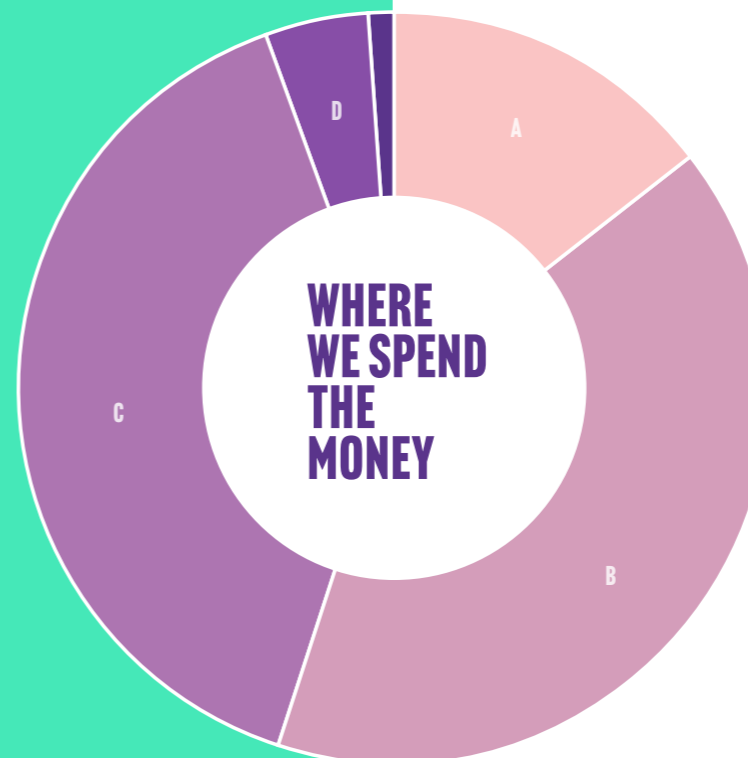
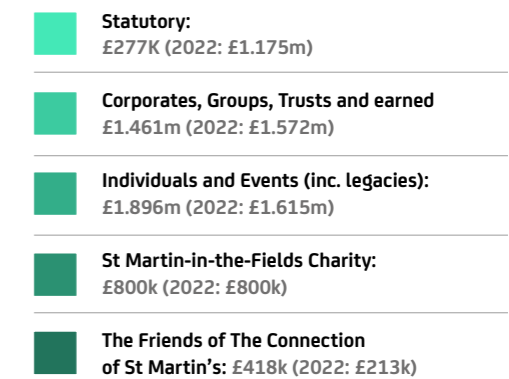
All of the work you can read about in this report was made possible by the commitment and generosity of individuals, organisations, grant funders and companies who share our determination to end rough sleeping.

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

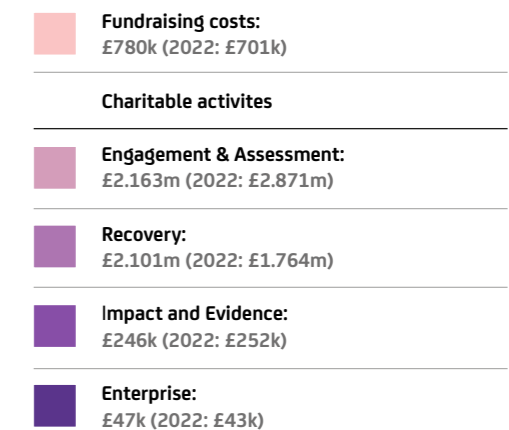


Our resources

We raised **£4.9m** in 2022/23 (2022: £5.4m) from the following sources:



We spent **£5.3m** in 2022/23 (2022: £5.6m) to improve the lives of people who are homeless and sleeping rough:



Though our service delivery was able to take place broadly uninterrupted throughout the year, unlike in previous years, our financial performance in the 2022/23 year was affected by the impact of the cost of living crisis, with inflationary pressures on costs compounded by a reduction in income compared to the previous year and budget. The budget adopted in March 2022 had predicted a total deficit of £419k (2022: £261k), with a drawdown of £419k from designated funds to further invest in service delivery and infrastructure. The reported deficit of £485k (2022: £256k) is larger than expected, due to a combination of unforeseen factors.

Total income of £4.9m (2022: £5.4m) was £221k below budget, largely due to lower levels of voluntary income being received than expected, with income from individuals (£204k below budget); corporates (£343k); trusts & foundations (£324k); and events (£53k) all below budgeted levels. Due to a planned funded initiative not commencing as planned in the year, statutory funding was also £160k below expected levels. Offsetting this to an extent was the receipt of more income than was anticipated from legacies (£570k above budget); the Friends of the Connection (£164k); and major donors (£82k) – the latter showing positive results from increased investment in resourcing. We did receive some statutory income in the final quarter of the year, providing personalized budgets for rough sleepers who were exposed to severe weather conditions. Additional smaller sums were received to coordinate the response to rough sleeping in Westminster during the Queen’s funeral.

£1.5M
came from
corporate,
community
trusts and
earned
income

Expenditure in total was £5.3m (2022: £5.6m), £117k below budget. Of this total, £3.4m related to staffing costs, and £2.0m to non-pay costs. Staffing costs were £377k lower than budgeted, due to a number of posts being vacant during the year. The annual inflationary uplift as determined by the National Joint Council of unions was marginally higher than anticipated, offsetting savings in this area to an extent. Non-pay costs were £260k higher than budgeted. The key driver of this underperformance was the unexpected surge in energy prices in the second half of the year, causing utilities costs to exceed budget by 43%. Though this was the most severe example, inflationary pressures were felt throughout the organisation, with other premises costs exceeding budget by 5%. In addition to this, client related costs exceeded budget by 12% due to the funded emergency provision in the final quarter of the year.

As at 31 March 2023, the charity’s net assets were £3.1m (2022: £3.6m), reflecting the deficit incurred in the year. Further details are given in the discussion of our reserves.

As the inflationary forces experienced during the 2022/23 financial year look set to continue for the medium-term, we are expecting a challenging financial year in 2023/24. The trustees have agreed a ‘worst-case’ budget for the coming financial year which would return an unrestricted deficit of £766k, whilst continuing to spend down reserves designated for investment in service delivery and infrastructure. The management team will spend the year seeking both efficiencies in the charity’s cost base and additional funding to reduce the impact of the wider economic environment on the organisation’s general funds. Further consideration of the outlook for the coming year can be found in the section on Going Concern.

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 Income received from statutory sources totalling £0.3m (£1.2m 2022), which was significantly lower than anticipated due to a planned project not commencing in the year. We would expect this figure to return to previous years’ levels in 2023/24. Further details of statutory income are provided in note 3B to the Financial Statements.
- B A grant of £0.8m (£0.8m 2022) from St Martin’s Charity 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 Income from The Friends of The Connection of St Martin’s totalling £418k (£213k 2022).
- D Income from individuals and event income totalling £1.9m (£1.6m 2022). Included in this figure are the generous legacies referred to above of £1.1m (£898k 2022) which have again been higher than expected.
- E Corporate, community, trusts and earned income of £1.5m (£1.6m 2022). After an exceptionally high level of income in 2020/21, funding from these sources has remained relatively consistent with the prior year, indicating a return to pre-pandemic levels.

Expenditure

Of our expenditure 85% was on charitable activities, with the rest expended on raising funds to support the organisation in delivering its mission. Fundraising costs have increased in the year as we invested in the resourcing within the team. We expect that this investment will result in greater income generation in the coming years, though we accept that it will take time for momentum to gather. Of total expenditure, 63% 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 £0.3m from last year largely due to not having significant commitments under statutory contracts as was the case in previous years.

Principal risks and uncertainties

The Board of Trustees reviews its 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 Director of Finance and Resources. 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 the nature of our work with clients.

The principal risks identified are:

Risk	Response
Our Theory of Change is not effective in people moving away from the streets and there is no evidence to support this	Strong system for monitoring, evaluation & learning which demonstrates impact; Investment in qualitative external evaluation to provide in-depth evidence

The principal risks identified (continued):

Risk	Response
Safeguarding concerns and service delivery incidents occur as a result of our change in approach	Training and development for service teams; Clear policies, processes and reporting of incidents; Strong governance oversight of incidents and their causes; Build strong relationships with adult social care in local authorities to bring credibility to requests
It is not possible to access additional accommodation due to shortages of housing stock, high rents and/or insufficient funding	Strong offer of support; Good relationship with local authority; Flexibility around location of property
A rise in rough sleeping significantly increases need for our services	Partnership working with other services; Good, proactive assessment system and close monitoring of clients; Clear signposting of what we are here for and what we can and can't offer.
Income from statutory and/or voluntary sources doesn't meet budget	Ensure a diverse funding portfolio across a range of funding streams; Produce fundraising projections over the medium/long term to plan income; Create detailed fundraising strategy; communications strategy in place; Increased use of analytics to assist forecasting; Increased in-year forecasting to predict outcomes.
The 18 Keys project fails and we don't meet the income target for the capital development	Worst-case planning of adapting existing service model to a women's only space, emphasising community space and psychological support
Inability to recruit and retain a staff team with the right relationship development skills to deliver our theory of change	Strong recruitment process with applicant tracking system in place; Emphasis on CSTM as a great place to work; Increase support for staff with lived experience; Continue to develop organisational culture; Develop volunteering to build a pipeline of potential new staff
Issues with the lease prevent our ability to deliver services from the building, and we overspend on services which could be shared with cross-site partners	Lease negotiations progressed and reviewed; Participation in cross-site initiatives covering back-office functions; Offer flexibility on use of space in ways which don't negatively impact CSTM operations
Cyber risks, including IT systems failure resulting in loss of data or business functionality	Independent review of IT provision; Audit of IT hardware and infrastructure; Good policies and procedures covering GDPR and use of IT; Update IT system (incl back up); Put strong IT provider in place; Put in place IT disaster recovery plan; Provide staff training in new system; Longer term IT strategy in place; Business continuity plans including communications protocols
Major Health and Safety Incident	Compliance with law and regulation; H&S induction with all staff; Update health and safety policy and procedures; Quality, Policy and Compliance Sub Committee in place; Relaunch staff reps forum to raise issues and concerns; Incident management policy and regular incident review; Biennial H&S Audits & Fire Risk Assessments; Enact changes based on reports from H&S Audit and Fire Risk Assessment

The principal risks identified (continued):

Risk	Response
Financial fraud	Strong financial procedures and controls; Good audit in place; Further segregation of duties
Significantly increased operating costs resulting from the cost of living crisis and prevailing high inflation rates.	Regular oversight of financial performance and forecasts at the Finance Subcommittee; Procurement approach embedded to seek value for money; Regular budget meetings with staff team; Emergency fundraising appeal to cover exceptional costs

Reserves policy and going concern

Going concern

The Charity has sufficient reserves in place for the medium term. Given the highly uncertain fundraising environment, the adopted 2022/23 budget has been prepared with 'worst-case' assumptions around fundraised income, and indicates a significant deficit. The full impact of the cost of living crisis on the Charity's finances is not yet clear, but we expect that income will be lower than in previous years, and costs will increase in line with inflationary forces. A target for the minimum level of reserves to be at least £1.7m has been set. The leadership team have been tasked with identifying and implementing cost saving measures to ensure this target is met at the 2023/24 and 2024/25 year ends. The trustees are keeping the situation under review through regular review of financial data and forecasts, and are confident that the charity's reserves are adequate to meet the needs of the coming year.

The charity's reserves policy has been reviewed in light of the results of the 2022/23 year, with some small movements between designated funds. A more detailed assessment of the reserves policy will be undertaken once there is more certainty around current year performance. Trustees have also reviewed forecasts covering the next three years that are predicated on steep inflationary pressures, and have noted the impact this would have on reserve balances at the end of the period. This has provided comfort over the use of the going concern basis in the preparation of the financial statements.

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 2022/23 year end.

Total funds amount to £3.1m (2022: £3.6m) of which £103k is restricted: £28k for service delivery projects, £43k for improvement works to our showers at Adelaide Street, and £33k for the development project at St Martin's House.

The Connection's total unrestricted reserves excluding tangible fixed assets amount to £3.1m (2022: £3.5m) 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:

- a Capital Replacement Reserve (2023: £849k 2022: £866k), designated to cover the cost of maintaining the infrastructure at Adelaide Street over the medium term.
- a Risk Reserve (2023: £912k 2022: £910k), designated for the purposes of covering the cost of winding down the operations of the charity in the event of a sudden and irreparable drop in income. The cost includes the value of onerous contracts and obligated payments to staff and is recalculated at each year-end to ensure that the estimates remain valid
- Funding for new projects to innovate services including changes to our accommodation models (2023: £546k 2022: £986k). At the year end, these include:
 - £20k (2022: £121k) for development work at St Martin’s House in anticipation of implementation of the new service model;
 - £80k (2022: £140k) to cover the roles of additional staff in our Resource Centre team;
 - £161k (2022: £222k) to invest in the resourcing within our fundraising team;
 - £94k (2022: £149k) to invest in our communications and advocacy work;
 - £58k (2022: £150k) to develop our corporate services team and IT infrastructure;
 - 121k (2022: £203k) to increase the number of roles within our outreach team.

Full detail of reserves and designations are given in notes 19 and 20.

Structure, governance and management

The Connection at St Martin-in-the-Fields 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 7 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	Simon Rawson
Jill Kyne	Treasurer	Keith Starling
Chandra McGowan	Resigned: 19/09/2022	Peter Warren

Revd Dr Sam Wells
Maeve Walsh
Catherine Cherry
Luc Leclercq
Kunal Krishna
Alicia Walker

Frances Stainer
Melvane Adams
Anna Payton
Jakes Ferguson
Olivia Blaney

Appointed 18/04/2023
 Appointed 11/07/2023
 Appointed 11/07/2023
 Appointed 11/07/2023

Key management personnel

Pam Orchard	Chief Executive
Sarah Makhoul	Director of Services
Elizabeth Charles	Director of Fundraising & Communications (maternity leave from August 2023 onwards)
Lanner Feltham	Director of Fundraising (maternity cover, August 2023 onwards)
Tony Wells	Director of Finance and Resources

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. No new trustees were added to the board in the financial year.

Trustee induction & training

The Trustees came together as a group for a one-day 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
- receiving a grant from St Martin’s Development Trust related to the 18 Keys Building Project

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.
- Melvane Adams, who is a trustee of The Connection and the St Martin’s Development Trust, and a Church Warden of the St Martin’s Parochial Church Council.

Remuneration policy for key management personnel

The remuneration of the CEO 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 guarantee 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 2022 was 12 (2021: 13). 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

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 2023 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the 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 FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2023 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 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 statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The other information comprises the information included in the trustees' annual report, other than the 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 course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the 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 the 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, 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 the 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 report 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 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 that 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 indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

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

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 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)

19/09/2023

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

Statement of financial activities for the year ended 31 March 2023

The Connection at St Martin-in-the-Fields

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

For the year ended 31 March 2023

	Note	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Income from:							
Donations and legacies	2	3,624,249	42,670	3,666,919	3,122,959	116,690	3,239,649
Charitable activities							
Engagement & Assessment	3	-	492,253	492,253	-	1,248,421	1,248,421
Recovery	3	199,755	294,630	494,385	218,474	218,474	665,756
Impact & Evidence	3	-	-	-	-	12,500	12,500
Enterprise	3	2,094	60,000	62,094	1,309	64,500	65,809
Other trading activities	4	119,581	-	119,581	123,733	-	123,733
Interest receivable and investments		17,041	-	17,041	19,985	-	19,985
Total income		3,962,720	889,553	4,852,273	3,486,460	1,889,393	5,375,853
Expenditure on:							
Raising funds	5a	779,610	-	779,610	698,789	-	698,789
Charitable activities							
Engagement & Assessment	5a	1,660,718	502,253	2,162,971	1,530,701	1,322,365	2,853,066
Recovery	5a	1,734,761	366,170	2,100,931	1,375,891	382,794	1,758,685
Impact & Evidence	5a	246,417	-	246,417	226,399	25,000	251,399
Employment	5a	-	-	-	-	-	-
Enterprise	5a	-	47,279	47,279	5,019	64,500	69,519
Total expenditure		4,421,506	915,702	5,337,208	3,836,799	1,794,659	5,631,458
Net income/(expenditure) for the year and net movement in funds	6	(458,786)	(26,149)	(484,935)	(350,339)	94,734	(255,605)
Net gains/(losses) on investments		(16,877)	-	(16,877)	42,844	-	42,844
Reconciliation of funds:							
Total funds brought forward		3,514,705	129,239	3,643,944	3,822,200	34,505	3,856,705
Total funds carried forward		3,039,042	103,090	3,142,132	3,514,705	129,239	3,643,944

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

The Connection at St Martin-in-the-Fields

	Note	The Group		The Charity	
		2023 £	2022 £	2023 £	2022 £
Fixed assets:					
Tangible assets	10	76,091	58,781	58,781	58,782
Investments	12	826,084	842,961	844,961	844,961
		902,175	901,742	903,742	903,742
Current assets:					
Stock		10,554	11,273	11,273	11,273
Debtors	11	171,798	481,014	495,957	495,957
Cash at bank and in hand		2,373,516	2,638,177	2,635,209	2,635,209
		2,555,868	3,130,464	3,142,439	3,142,439
Liabilities:					
Creditors: amounts falling due within one year	13	315,911	388,262	388,262	388,262
Net current assets / (liabilities)		2,239,957	2,742,202	2,754,177	2,754,177
Total net assets / (liabilities)		3,142,132	3,643,944	3,657,919	3,657,919
The funds of the charity:					
Restricted income funds	20	103,090	129,239	129,239	129,239
Unrestricted income funds:					
Designated funds		2,427,851	2,890,298	2,890,298	2,890,298
General funds		611,191	624,407	638,383	638,383
Total unrestricted funds		3,039,042	3,514,705	3,528,681	3,528,681
Total charity funds		3,643,944	3,643,944	3,657,920	3,657,920

Approved by the Trustees on 19 September 2023 and signed on their behalf by

Mr Tim Jones
Chair of Trustees

The Connection at St Martin-in-the-Fields

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

	2023 £	2022 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(484,935)	(255,605)
Depreciation charges	17,789	11,164
Dividends, interest and rent from investments	(17,041)	(19,985)
Loss of disposal of fixed assets	-	-
(Increase)/decrease in stocks	719	(3,239)
(Increase)/decrease in debtors	309,216	46,617
Increase/(decrease) in creditors	(72,351)	(7,777)
Net cash (used in) operating activities	(246,603)	(228,825)

	Note	2023 £	2022 £
Cash flows from operating activities			
Net cash provided by / (used in) operating activities	21	(246,603)	(228,825)
Cash flows from investing activities:			
Dividends, interest and rents from investments		17,041	19,984
Purchase of fixed assets		(35,099)	-
Purchase of investments		-	(250,000)
Net cash provided by / (used in) investing activities		(18,058)	(230,016)
Change in cash and cash equivalents in the year		(264,661)	(458,841)
Cash and cash equivalents at the beginning of the year		2,638,177	3,097,018
Cash and cash equivalents at the end of the year		2,373,516	2,638,177

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.

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 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	37%	50%
Recovery	28%	24%
Impact & Evidence	5%	5%
Enterprise	0%	0%
Fundraising & Communications	16%	9%
Finance	3%	2%
Human Resources	4%	4%
Leadership & Governance	6%	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 10 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. Income from donations and legacies

	2023			2022		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Corporate	524,749	9,500	534,249	469,585	-	469,585
Community	17,323	-	17,323	10,547	-	10,547
Individuals	1,751,972	500	1,752,472	1,469,949	-	1,469,949
Trusts	103,670	-	103,670	147,176	-	147,176
St Martin-in-the-Fields Charity*	800,000	-	800,000	800,000	-	800,000
Friends of The Connection at St Martin's*	417,670	-	417,670	212,992	-	212,992
St Martin-in-the-Fields Development Trust*	-	32,670	32,670	-	116,690	116,690
Donations in Kind	8,865	-	8,865	12,710	-	12,710
	3,624,249	42,670	3,666,919	3,122,959	116,690	3,239,649

*Related parties.

3. Income from charitable activities

	2023			2022		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Engagement & Assessment						
Corporate	-	206,690	206,690	-	290,462	290,462
Statutory	-	188,237	188,237	-	889,404	889,404
Friends of The Connection	-	54,526	54,526	-	46,472	46,472
Trusts	-	42,800	42,800	-	22,083	22,083
Sub-total for Engagement & Assessment	-	492,253	492,253	-	1,248,421	1,248,421
Recovery						
Statutory	-	88,613	88,613	-	286,082	286,082
Corporate		75,000	75,000		110,000	110,000
Charges to residents	199,755	-	199,755	218,474	-	218,474
Trusts	-	131,017	131,017	-	51,200	51,200
Sub-total for Recovery	199,755	294,630	494,385	218,474	447,282	665,756
Impact & Evidence (I&E)						
Trusts	-	-	12,500	-	12,500	12,500
Sub-total for I&E	-	-	-	-	12,500	12,500
Enterprise						
Corporate	-	60,000	60,000	-	64,500	64,500
Earned	2,094	-	2,094	1,309	-	1,309
Sub-total for Enterprise	2,094	60,000	62,094	1,309	64,500	65,809
Total charitable activities	201,849	846,883	1,048,732	219,783	1,772,703	1,992,486

3b. Breakdown of Statutory income sources

Source	Nature	2023	2022
		Amount £	Amount £
Westminster City Council	Westminster Outreach Contract	94,750	94,750
Westminster City Council	Winter Personalisation Fund	100,000	-
Westminster City Council	Severe Weather Emergency Protocol Activation	13,237	-
Westminster City Council	COVID Response	-	262,743
Westminster City Council	Additional Emergency Accommodation Funding	-	579,651
Westminster City Council	Migration services	-	14,667
Wandsworth Council	Supporting People Contract	82,816	82,816
Wandsworth Council	Discretionary COVID support	5,797	27,936
Other Statutory funding	Women's Development Unit	-	112,923
		276,850	1,175,486

4. Income from other trading activities

	2023			2022		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Events	88,783	-	88,783	98,271	-	98,271
Trading income	8,705	-	8,705	4,767	-	4,767
St Martin's annual pilgrimage	2,147	-	2,147	4,780	-	4,780
Room bookings	19,946	-	19,946	15,915	-	15,915
	119,581	-	119,581	123,733	-	123,733

5a. Analysis of expenditure (current year)

	Raising funds £	Charitable activities					Governance costs £	Indirect costs £	2023 Total £	2022 Total £
		Engagement and Assessment £	Recovery £	Impact and Evidence £	Employment £	Enterprise £				
Staff costs (Note 7)	473,721	1,093,419	901,583	139,118	-	41,210	-	559,105	3,208,156	3,431,781
Non pay costs	79,561	150,775	564,709	23,940	-	6,069	14,489	130,374	969,917	1,162,873
Support costs - Staff (Note 7)	4,894	97,564	59,608	2,390	-	-	-	6,782	171,238	195,295
Support costs - Non Staff	98,182	479,257	249,394	42,012	-	-	-	119,052	987,897	841,509
	656,358	1,821,015	1,775,294	207,460	-	47,279	14,489	815,313	5,337,208	5,631,458
Indirect costs	121,100	335,985	319,951	38,277	-	-	-	(815,313)	-	-
Governance costs	2,152	5971	5,686	680	-	0	(14,489)	-	-	-
Total expenditure 2023	779,610	2,162,971	2,100,931	246,417	-	47,279	-	-	5,631,458	-
Total expenditure 2022	698,789	2,853,066	1,758,685	251,399	-	69,519	-	-	-	5,631,458

5b. Analysis of expenditure (prior year)

	Raising funds £	Charitable activities					Governance costs £	Indirect costs £	2022 Total £
		Engagement and Assessment £	Recovery £	Impact and Evidence £	Employment £	Enterprise £			
Staff costs (Note 7)	374,435	1,429,627	848,913	145,677	-	38,817	-	594,312	3,431,781
Non pay costs	138,155	414,846	430,552	33,122	-	3,837	12,600	129,761	1,162,873
Support costs - Staff (Note 7)	7,067	152,705	22,085	3,534	-	1,953	-	7,951	195,295
Support costs - Non Staff	70,683	465,651	193,186	31,238	-	8,414	-	72,337	841,509
	590,340	2,462,829	1,494,736	213,571	-	53,021	12,600	804,361	5,631,458
Indirect costs	106,742	384,094	259,794	37,233	-	16,498	-	(804,361)	-
Governance costs	1,707	6,143	4,155	595	-	-	(12,600)	-	-
Total expenditure 2022	698,789	2,853,066	1,758,685	251,399	-	69,519	-	-	5,631,458

6. Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2023 £	2022 £
Depreciation	17,789	11,164
Operating lease rentals:		
Property*	331,097	229,342
Other	13,051	15,402
Auditors' remuneration (excluding VAT):		
Audit	12,075	10,500

* A licence fee is paid to St Martin's Church of £130,000 (2022: £125,000). In addition, St Martin's Church was reimbursed £201,097 (2022: £104,342) 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.

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

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	2,858,027	3,012,676
Redundancy and termination costs	7,500	89,153
Social security costs	309,648	308,072
Employer's contribution to defined contribution pension schemes	138,385	155,362
Agency staff (sickness and holiday cover and third party)	65,834	61,813
	3,379,394	3,627,076

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

	2023 no.	2022 no.
£60,000 - £69,999	2	-
£70,000 - £79,999	-	-
£80,000 - £89,999	1	1

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £323,001 (2022: £326,269).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2022: £nil) incurred by no (2022: none) members relating to attendance at meetings of the trustees.

8. Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 78 (2022: 86). The full time equivalent head count for the year was 72 (2022: 79).

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

	2023 no.	2022 no.
Raising funds	9.1	8.7
Engagement & Assessment	25.3	31.6
Recovery	18.9	20.5
Impact & Evidence	3.2	3.4
Employment	0.7	-
Enterprise	15.1	1.3
Support staff, including governance	13.7	13.7
	72.3	79.2

9. 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.

10. 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	127,421	257,840	472,857
Additions in year	-	-	-	35,099	35,099
At the end of the year	87,595	1	127,421	292,939	507,956
Depreciation					
At the start of the year	40,382	-	115,854	257,840	414,076
Charge for the year	-	-	6,089	11,700	17,789
At the end of the year	40,382	-	121,943	269,540	431,865
Net book value					
At the end of the year	47,213	1	5,478	23,399	76,091
At the start of the year	47,213	1	11,567	1	58,782

Property with a value of £87,595 (2022: £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

11. Debtors

	The Group		The Charity	
	2023 £	2022 £	2023 £	2022 £
Trade debtors	44,381	248,385	42,303	248,385
Prepayments	92,958	153,817	92,958	153,817
Accrued income	21,291	72,524	21,291	72,524
Amounts owed by group undertaking	-	-	19,668	14,943
Other Debtors	13,168	6,288	13,168	6,288
	171,798	481,014	189,388	495,957

12. Investments (group and charity)

	2023 £	2022 £
Market Value at beginning of year	842,961	550,117
Purchases during the year at cost	-	250,000
Proceeds of sales during the year	-	-
Gains / (losses) on re-measurement to fair value	(16,877)	42,844
Market Value	826,084	842,961
Historical cost	750,000	750,000

All current asset investments are units in shares held in the COIF Charities Investment Fund which is traded on a regular basis. The total loss recognised on these investments in the period was £16,877 (2022: gain of £42,844) representing the fair value re-measurements shown above.

13. Creditors: amounts falling due within one year

	The Group		The Charity	
	2023 £	2022 £	2023 £	2022 £
Trade creditors	45,216	60,741	45,216	60,741
Taxation and social security	76,520	87,732	76,520	87,732
Accruals	135,394	182,680	135,394	182,680
Deferred income (note 14)	35,000	35,000	35,000	35,000
Other creditors	23,781	22,109	23,781	22,109
	315,911	388,262	315,911	388,262

14. Deferred income

Deferred income of £35,000 (2022: £35,000) represents grants and donations received in advance of the year end for intended application after 31 March 2023. No income was deferred for more than one year (2022: Nil)

	The Group		The Charity	
	2023 £	2022 £	2023 £	2022 £
Balance at the beginning of the year	35,000	81,463	35,000	81,463
Amount released to income in the year	(35,000)	(81,463)	(35,000)	(81,463)
Amount deferred in the year	35,000	35,000	35,000	35,000
Balance at the end of the year	35,000	35,000	35,000	35,000

15. Creditors: amounts falling due after one year

The charity has no liabilities falling due after one year.

16. 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: 73.
- Scottish Widows Pension (DC). Members at year end date: 6.
- Friends Life#1 & Engage Mutual Insurance. One member each at year end date in these DC schemes (Total 2).

17. 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:

	2023 £	2022 £
Turnover	51,056	47,196
Other Income	-	-
Cost of sales	-	534
Gross profit/(loss)	51,056	46,662
Administrative expenses	191	6,567
Management charge payable to parent undertaking	47,078	43,537
Other operating income	-	-
Profit/(loss) on ordinary activities before interest and taxation	(47,270)	(50,104)
Profit / (loss) for the financial year	3,786	(3,442)
Retained earnings		
Total retained earnings brought forward	(11,976)	(8,534)
Profit / (loss) for the financial year	3,786	(3,442)
Distribution under Gift Aid to parent charity	-	-
Total retained earnings carried forward	(8,190)	(11,976)
The aggregate of the assets, liabilities and reserves was:		
Assets	11,478	2,967
Liabilities	19,668	14,943
Reserves	(8,190)	(11,976)

Amounts owed to/from the parent undertaking are shown in note 11.

18. Parent charity

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

	2023 £	2022 £
Gross income	4,890,650	5,414,757
Result for the year	(505,598)	(209,186)

19a. Analysis of group net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	76,091	-	-	76,091
Fixed asset investments	-	826,084	-	826,084
Net current assets	535,100	1,601,767	103,090	2,239,957
Net assets at 31 March 2023	611,191	2,427,851	103,090	3,142,132

19b. Analysis of group net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	58,781	-	-	58,781
Fixed asset investments	-	842,961	-	842,961
Net current assets	565,626	2,047,337	129,239	2,742,202
Net assets at 31 March 2022	624,407	2,890,298	129,239	3,643,944

20a. Movements in funds (current year)

	At 1 April 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2023 £
Restricted funds:					
Engagement & Assessment					
Day Centre	-	83,650	(83,650)	-	-
Street Engagement	-	408,603	(408,603)	-	-
Emergency Accommodation Services	-	-	-	-	-
Recovery					
Housing & Resettlement	10,000	5,000	(15,000)	-	-
St Martin's House	-	95,669	(95,669)	-	-
Recovery & Opportunities	15,000	118,961	(118,961)	-	15,000
Women's Development Unit	26,700	75,000	(101,700)	-	-
Impact & Evidence					
Systems Change Project	-	-	-	-	-
Support Services					
St Martin's House Development Project	34,793	28,685	(30,855)	-	32,623
Courtyard Garden Project	-	3,985	(3,985)	-	-
Client Food Service	-	5,000	(5,000)	-	-
Facilities	42,746	5,000	(5,000)	-	42,746
Enterprise					
Enterprise Development	-	60,000	(47,279)	-	12,721
Total restricted funds	129,239	889,553	(915,702)	-	103,090
Unrestricted funds:					
Designated funds:					
Lease fund	28,500	-	-	(1,500)	27,000
Capital replacement fund	866,250	-	(16,877)	-	849,373
Jenny Joseph Legacy Garden Reserve	100,000	-	(6,337)	-	93,663
Risk Reserve	909,693	-	-	2,252	911,945
St Martin's House Transition Reserve	117,268	-	(97,109)	-	20,159
Additional approved expenditure	868,587	-	(342,876)	-	525,711
Total designated funds	2,890,298	-	(463,199)	752	2,427,851
General funds	624,407	3,962,720	(3,975,184)	(752)	611,191
Total unrestricted funds	3,514,705	3,962,720	(4,438,383)	-	3,039,042
Total funds	3,643,944	4,852,273	(5,354,085)	-	3,142,132

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

20b. Movements in funds (prior year)

	At 1 April 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
Restricted funds:					
Engagement & Assessment					
Day Centre	-	116,698	(116,698)	-	-
Street Engagement	-	391,238	(391,238)	-	-
Emergency Accommodation Services	-	730,094	(730,094)	-	-
Recovery					
Housing & Resettlement	-	76,907	(66,907)	-	10,000
St Martin's House	-	115,752	(115,752)	-	-
Migrant projects	-	-	-	-	-
Recovery & Opportunities	-	115,000	(100,000)	-	15,000
Women's Development Unit	22,005	139,623	(134,928)	-	26,700
Impact & Evidence					
Systems Change Project	12,500	12,500	(25,000)	-	12,500
Support Services					
St Martin's House Development Project	-	66,690	(31,897)	-	34,793
Facilities	-	60,390	(17,644)	-	42,746
Enterprise					
Client Food Service	-	4,500	(4,500)	-	-
Enterprise Development	-	60,000	(60,000)	-	-
Total restricted funds	34,505	1,889,392	(1,794,658)	-	129,239
Unrestricted funds:					
Designated funds:					
Lease fund	30,000	-	-	(1,500)	28,500
Capital replacement fund	825,000	41,250	-	-	866,250
Jenny Joseph Legacy Garden Reserve	100,000	-	-	-	100,000
Future Deficit Reserve	260,823	3,488,055	(3,694,623)	(54,255)	-
Risk Reserve	940,911	-	-	(31,218)	909,693
St Martin's House Transition Reserve	117,268	-	-	-	117,268
Emergency Accommodation Bridging Reserve	300,000	-	-	(300,000)	-
Additional approved expenditure	942,841	-	(142,177)	67,923	868,587
Total designated funds	3,516,843	3,529,305	(3,836,800)	(319,050)	2,890,298
General funds	305,357	-	-	319,050	624,407
Total unrestricted funds	3,822,200	3,529,305	(3,836,800)	-	3,514,705
Total funds	3,856,705	5,418,697	(5,631,458)	-	3,643,944

20c. 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.

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 The Bridge and hotels 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.
- Recovery & Opportunities: Donations towards our recovery programme and employment work.
- St Martin's House Development Project: Donations towards the development project on our property at St Martin's House.
- 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.
- Enterprise Development: Donations towards the development of our social enterprise activity."

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.

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, and was fully spent in the current 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 14 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 are 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 program 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. Developments have meant that The Bridge service was wound down in the year, and this reserve is therefore no longer required.

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.

21. 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	
	2023 £	2022 £	2023 £	2022 £
Less than one year	223,028	246,301	10,947	13,052
One to five years	951,003	1,026,567	32,913	42,136
Over five years	2,429,263	2,565,837	-	1,723
	3,603,294	3,838,705	43,860	56,911

22. Capital commitments

At the balance sheet date, the charity had committed to £nil (2022: £nil) capital commitments.

23. Contingent assets or liabilities

"In August 2022 the charity received notification of a legacy, income from which would be transferred to the charity at a later date. An instalment of £200,000 was received in April 2023. As no estimation of the value was provided at the year-end, the criteria for recognising income were not met and the legacy was therefore not accrued for at the year-end.

There were no contingent liabilities as at the Balance Sheet date.

24. 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.

25. Related parties

As disclosed in note 3, the charity received income from the Friends of St Martin's of £413,604 (2022: £212,992).

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 £47,078 (2022: £43,537) were recharged to Show Your Connection Ltd by the Charity, income totalling £42,534 (2022: 42,429) was passed from the Charity to Show Your Connection Ltd, and at the year end amounts totalling £19,667 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. As per note 7, the Connection at St Martin's makes annual licence fee payments to St Martin's Church of £130,000 (2022: £125,000), made payments of £201,097 (2022: £104,342) reimbursing St Martin's Ltd and St Martin's PCC for shared costs, as well as receiving £800,000 (2022:£ 800,000) from St Martin-in-the-Fields Charity in relation to the BBC Christmas Appeal (see note 3), and receiving £28,685 (2022: £66,690) from the St Martin-in-the-Fields Trust in relation to the 18 Keys Project.

As a trustee, Melvene Adams is able to influence decisions made by the St Martin-in-the-Fields Development Trust. During the year, £28,685 was received from the Trust in relation to the 18 Keys Project (2022: £66,690).

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

**Thanks to our many staff
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Marc Gascoigne

www.marcgascoigne.com

Martyna Przybysz

www.shotbymartyna.com

Gary Manhine

www.garymanhine.com

**All client names
have been changed.**



www.connection-at-stmartins.org.uk
fundraising@cstm.org.uk

The Connection at St Martin's
12 Adelaide Street
London
WC2N 4HW

✕ **@homelesslondon**
f **TheConnectionAtStMartins**
@ **@connection_homeless**

020 7766 5544

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