



Annual Report & Accounts 2023-24



Single Homeless Project
Preventing homelessness
Transforming lives

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

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

From supporting people in crisis to helping people take the final steps towards independence and employment, we make a difference to 12,000 lives every year across all 32 boroughs.



Single Homeless Project Annual Report 2023/24

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1. Reference and administrative information

(for the year ended 31 March 2024)

Charity number

287779 (Registered in England and Wales)

Company number

1741926 (incorporated in the UK)

Registered office and operational address

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

Trustees

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

Jon Rosser, Chair

Mark Fell KC

Peter Brogden, Treasurer

Cristina Martinez Fernandez - resigned 16 January 2024

Nicky Boland

Ian Adams, Vice-Chair

Chinyere Ugwu

Shahron Shah – resigned 20 September 2023

Meeta Luthra

Lindsey Chiswick – resigned 15 October 2023

Secretary

Liz Rutherford

Executive Management Team

Liz Rutherford, Chief Executive

Toni Warner, Deputy Chief Executive & Director of Services

Rupa Bholra, Director of Finance, IT & Facilities

Jamie Mills, Director of Business Development & Fundraising

Howard Rosenthal, Director of Human Resources & Organisational Development

Bankers

National Westminster Bank Plc
London Corporate Service Centre
London, EC1V 7DY

Solicitors

Devonshires
30 Finsbury Circus
London, EC2M 7DT

Auditor

Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
110 Golden Lane
London, EC1Y 0TG

2. Trustees' report for year ending 31 March 2024

The trustees present their report and the audited financial statements for the year ended 31 March 2024. The reference and administrative information section above forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102. This trustees' annual report includes a directors' report as required by company law.

Objectives and activities - public benefit

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

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

Strategic Report

Single Homeless Project is a London-wide charity. Our vision is of a society where everyone has a place to call home and the chance to live a fulfilling life. We help single Londoners by preventing homelessness, providing support and accommodation, promoting wellbeing, enhancing opportunity and acting as a voice for change. From supporting those in crisis to helping people take the final steps towards independence, we made a difference to the lives of 12,000 Londoners last year.

Our business plan priorities for 2023/24 were to:

- Sustain the number of bedspaces developed under RSI5 available to rough sleepers
- Improve health outcomes for those who are multiply disadvantaged living in our hostels
- Improve our gender informed services to women experiencing multiple disadvantages
- Achieve Domestic Abuse Housing Alliance (DAHA) accreditation
- Collaborate with Solace and other organisations to expand participation in the second year of the women's rough sleeping census
- Increasing our capacity to move people on from Temporary Accommodation and Clearing House tenancies by procuring high quality PRS units.
- Achieve Ofsted registration in services for 16- & 17-year-old Looked After Children and care leavers

Our achievements against these priorities are set out below.

In 2023-24, we worked with nearly **12,000 Londoners** who were either facing or experiencing **homelessness** supporting over **5,000 people** every day...

751 rough sleepers

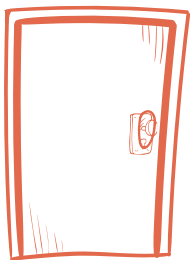
supported off the streets and into crisis accommodation



853 people

experiencing multiple disadvantage helped through our accommodation services

1,329 Londoners



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



Over 1,300 people

helped into employment, education or training



4,020 Londoners

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



We gave **5,225 people**

short term advice, guidance and support in securing housing



Worked with 2,345 clients

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



596 young people

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



138 women

provided with safe accommodation through our specialist women's hostels



Achievements and impact

Londoners in crisis – off the streets and into the warmth

It's distressing to see rough sleeping rising year after year across England, with the issue becoming increasingly visible across our capital city. Over the past year, there has been a 22.9% increase in rough sleeping on top of a 21% increase the previous year.

There are several factors contributing to this surge. Firstly, housing and living costs are skyrocketing, making it harder for people to maintain their accommodation. Secondly, access to reasonably priced housing in the Private Rented Sector is increasingly limited. Thirdly, there is a lack of investment in social housing. There needs to be greater effort placed in the prevention of homelessness, as spiralling costs lead to more evictions and landlords increasing rents to cover their expenses.

Despite these challenges, we have quickly adapted to the needs of London boroughs, mobilising new services at short notice and scaling up services upon the release of additional funding. Our success rates have led to additional or extended funding for seven services.

Cold Weather Shelters

Our St Giles Cold Weather Shelter was established as a temporary measure and set to close in June 2023. Due to its effectiveness and increased demand for bedspaces, it will continue until March 2025. We offer a flexible model for the local authorities, scaling the number of bedspaces dependant on need. In 2023, the shelter capacity increased from 64 to 113 bedspaces, and we helped 150 clients into suitable onward accommodation. Every client is supported by our PRS Tenancy Sustainment team to decrease the risk of repeat homelessness.

Over the winter months of 2023, we partnered with both Camden and Westminster councils to open two shelters—one in Westminster and another in Camden. We established an experiences staff team willing and able to mobilise and co-ordinate emergency services at short notice. On one occasion, the team mobilised 133 temporary bedspaces in just over a week. As a result, we are now an active partner in Camden and Westminster's emergency cold weather protocol.

New Assessment Centre

In November, we took over the Newham Rough Sleeper Assessment Centre and visiting support service, providing bedspaces across Newham's Rough Sleeper Accommodation Pathway.

Team Around Me and multiple disadvantage

Our Team Around Me model overcomes some of the systemic barriers to support that our clients face. It brings together multidisciplinary teams of professionals from diverse backgrounds to collaborate on addressing our clients' needs.

Pooling together expertise from various disciplines such as social work, mental health and substance use, primary care and women's specialist services offers a holistic way of problem solving. Communication and coordination are the key to ensure integration of perspectives. This model promotes joint working, enhanced outcomes and enriches the quality of support provided.

Over the last year, we worked closely with stakeholders as part of the Camden Homelessness System Transformation to roll out and embed a 'whole systems' approach to using the Team Around Me model. The aim was to improve multi-agency working and outcomes for people experiencing multiple disadvantage in Camden. We now deliver a rolling training programme to all Camden council staff and commissioned services. Camden Adult social care has adopted the model as part of its best practice for working with vulnerable residents.

Women experiencing homelessness

Our women-only services

Women experience homelessness very differently to men. Most of the women we support have either experienced, or are currently experiencing, various forms of violence including domestic abuse from partners or family members, sexual violence, and instances of modern-day slavery. Many of our clients also face challenges including substance misuse, mental ill health, neurodivergence and complex co-occurring needs.

We know that the key to supporting our female clients out of homelessness is our understanding of the complexity of these experiences and challenges and the expertise we have in creating a gender and trauma-informed environment and a supportive community. Our clients finally feel safe and supported with us in a female only space.

The support we offer is person-centred and considers our clients' unique needs, preferences and wishes. This includes working with women in relationships with perpetrators through safety planning, empowerment, self-esteem building and a multiagency network. We identify the complex relationships between women, their children and their families and support our clients to navigate and reflect on these relationships, building the tools for healthy connections and positive support networks.

We held a Health Day at our hostels and invited multiple agencies including CLASH, Find and Treat and Camden Safety Net to network and provide in-house access to services for clients. This was well attended by clients and broke down the barriers for those struggling to engage. It also started the conversation with our partners around the importance of women's health and highlighted ways to better support our clients such as supporting them to access gynaecology and creating safe spaces for women in health care settings, such as the GP. Other event days have included summer BBQ's, International Women's Day and Mother's Day.

We have successfully engaged many of our clients through our varied Education Training and Employment program, Achieving Potential. One client become a volunteer with the police and another a barista with a coffee company. Many have accessed ESOL and attended regular drama, English, maths and IT courses, cooking and hospitality training and other creative sessions. Our teams work closely with community partners such as Clean Break, Fat Macys and Change Please to arrange these opportunities. Our clients have really loved our trips to the cinema, the farm and the Emirates stadium.

Over the last year, we supported 125 women in our three specialist, women-only services. We delivered positive outcomes for all our clients, the majority of whom have previously struggled to engage with services. 57% of departures were planned and we have successfully supported women to move on to independent living. Clients have also been supported with sideways moves to other hostels or supported accommodation.

Women's rough sleeping pilot

Following the 2022 women's rough sleeping census and recommendations in the report *Making Women Count* (published summer 2023), five London local authorities (Westminster, Camden, Islington, Haringey and Tower Hamlets) will take part in a six-month women's rough sleeping pilot adopting practices recommended in the report. The pilot has been designed and led by Single Homeless Project and Solace and will be launched in spring 2024.

The pilot will include changes in three key areas:

1. **Outreach practice:** Women can be verified according to gender informed definition of rough sleeping and without being seen bedded down/about to bed down.
2. **Accommodation practice:** Accommodation services can accept women verified by the pilot without needing CHAIN verification.
3. **Services:** At least two non-homelessness services per borough that encounter women who sleep rough will be able to verify women as such and refer them into support/housing, working closely with outreach.

We will provide ongoing support to all the local authorities. The data throughout the pilots will be brought together in a report. We will use the data to further influence changes to 'verification' practices based on bedded down contacts. This is still a widespread practice in London and often results in women being unable to be included on the CHAIN database and unable to access some off the streets accommodation options.

Domestic Abuse Housing Alliance (DAHA)

Over the last year, we have worked hard to improve our response to domestic abuse in line with the new Domestic Abuse Housing Alliance Accreditation standards for homelessness organisations. Since work towards accreditation began in January 2023, this is what has been achieved:

- Established a cross-organisational DAHA steering group to drive the work forward
- Conducted an all-staff survey to help us understand where we were at. 40% of staff disclosed lived experience of domestic abuse
- Appointed a Domestic Abuse organisational lead and nine partnership leads
- Updated our client domestic abuse policy and created a new stand-alone staff policy
- Established a bi-monthly support panel where our frontline staff can bring 'complex' cases for additional advice and support
- Created a gender and trauma informed physical spaces checklist to assess the safety of our physical spaces for survivors of domestic abuse. This will be incorporated into existing building management assessments
- Created a mandatory domestic abuse training package for all new employees
- We have been accredited with the first of 10 DAHA standards through our concerted efforts on internal and external communications, highlighting the intersection of domestic abuse and homelessness

We want to be the first homelessness organisation to achieve full accreditation and are aiming to do so by summer 2024.

Making healthcare accessible for our clients

Health Project

Our Health Project, which was externally funded by KKR from a three-year grant, completed its final year in 23/24. The project consists of four specialist Health Leads who work across three main areas:

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

The Health Leads worked closely with client across four boroughs, Westminster, Camden, Islington, and Hackney. The team has established health partnerships with NHS and charity organisation in each borough and as a result offering regular in-reach clinics across the pathways in specific areas such as GP, nursing, podiatry, dentistry, and sexual health.

Over the last year, we developed focus areas based on data and themes from the project including introducing a mental health role within Camden and began work on safeguarding and care.

We established a multidisciplinary team within each borough, creating a place to bring crucial services involved in our clients' health and care together to form discussions around tailored approaches and improve in joint working.

The last year has seen memberships into forums and COPs to discuss the work we have done around Health and influence and shape new approaches. This includes the Homelessness transformation group within Camden, NCL community of practice, and Homelessness, Health, and social care forum. We have created podcasts into homelessness health and the barriers experienced in partnership with Groundswell and Homeless Link and working with the NHS to develop a presentation and piece on their website for the NHS teams to help improve understanding and new ways of working.

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

We worked with 145 clients over a year:

- 103 different health conditions were identified/recorded
- 16 terminal or palliative conditions diagnosed
- 76% of cases had physical health, mental health and substance use needs

By supporting our clients to navigate the healthcare system, we secured 2,559 appointments or health interactions and 89% of clients received treatment or engaged with a range of healthcare teams e.g. oncology and cardiology.

SA

SA has had ongoing issues related to his breathing and found it difficult to attend appointments and engage around his healthcare. He could not walk short distances without becoming breathless and fatigued. SA was concerned he had lung disease and was uncertain about where or how to access support around this. Since engaging with the health project, SA has been diagnosed with lung disease and now on the correct inhalers and medication. He has a respiratory consultant, is on medication, referred to pulmonary physiotherapy to help strengthen his lungs and can manage walking around the community.

Future work

We will continue to fund our Health Leads across our Camden and Islington hostels. In 2024, we will grow the project into two new areas our Tenancy Support Team and Clendon House rough sleeper service, developing health partnerships, training and improving clients access to health care.

In addition to this, a focus on safeguarding has been introduced and will include both external and internal pieces of work to address the barriers in providing much needed care to our client group. The project will continue to advocate and influence for accessible health care by joining COPs, external partnerships, and focus groups.

Preventing homelessness

Tenancy Support Team (TST)

We are entering our third year of delivering this service, commissioned by the GLA. We provide housing related support to over 1,200 people in North London and have a separate component for 400 people living in private rented accommodation. We have focused heavily on quality assurance and working with the GLA to identify ways in which to improve service outcomes and increase the impact of this critical resource.

In the past year, we have secured additional funding from the GLA to trial three pilot projects, including:

- a specialist Housing First service, to support some of the capital's most entrenched rough sleepers
- a Stock reconciliation project, designed to provide assertive outreach to people living in Clearing House stock on Assured Tenancies, who may want to move to other forms of accommodation
- a research project designed to identify ways to improve accessibility and the sustainability of PRS accommodation for people who have a history of sleeping rough

Homeless prevention services in the community

The past year has been one of significant change and development for all the community-based services. Overall, we have helped 2,500 people in the community.

The Lambeth Tenancy Support Service, which we have delivered since 2011, was taken in-house by Lambeth Council in March 2024, with all remaining staff transferred to the council. The service has been incredibly successful over that period in working with single people and families at risk of homelessness and living in council and private rented sector accommodation. Over that time the service worked with in the region of 4,000 individuals, helping them to maintain their tenancies and to move positively into their own homes. The service felt the effects of austerity over the ten years as it was reduced in capacity as the borough was forced to find savings. However, the service was still incredibly effective and formed the blueprint for the creation of the council's in-house service, culminating in the transfer of our staff into the council to form the backbone of the new service.

All three of the remaining floating support services in Islington, Westminster and Redbridge are approaching the end of the current contracts at the end of 24/25 or earlier in the year. This has meant that the past year has been a period of consolidation and review to get the services in the best possible position as they come up for retender.

- The Islington service has been through a process of change as we achieve the 240k of savings required by the borough and undergo the transformation of the teams to reflect the

developing priorities of the borough. The service now comprises prevention, a multiple disadvantage and criminal justice teams. During the year, the service successfully bid for the Reconnection and Assessment Service and the Accommodation for Ex-offenders Service. This reflects the pressure on the borough to undertake procurement for contracts previously allocated without competition to determine value for money.

- The Westminster service has developed a very effective Assertive Outreach service for people with substance misuse issues living in temporary accommodation as part of a pilot project, with the aspiration to expand the service if there is evidence of positive outcomes. In addition, further funding has been secured to continue the Changing Futures programme beyond the end of the current year, when it was due to end. This programme has been very successful in helping previously hidden vulnerable council residents, as well as treating resistant drinkers, increasing engagement with treatment services and reducing the use of emergency services. Through the programme, we have significantly reduced pressure on emergency services and therefore reduced NHS costs.
- The Redbridge service is in the final year of the contract and has continued to see significant demand and in particular from clients experiencing homelessness and living in temporary accommodation. The service successfully supports clients into their own accommodation, either into the private rented sector or social housing, where possible.

Working with refugees

Our Refugee Resettlement Service has seen an injection of funding and staff in Lambeth. The number of resettlement workers has doubled to four as we have the opportunity to work with asylum seekers placed in decommissioned supported accommodation. The service supports mothers with children to move out of supported housing and into independent accommodation once their asylum is granted.

Young people

In 2023/2024, we supported a total of 591 young people who were either homeless or leaving care through a range of high to low supported accommodation, semi-independent living and in our community-based support service.

83% of young people moved on in a planned way, into other supported accommodation services, local authority social housing tenancies, through housing association nominations and the private rented sector.

Youth Opportunities

With a solid team of Youth Opportunities Coordinators working across young people's services, they have been able to support the delivery of localised monthly activity and opportunities programmes encouraging young people to develop skills, expand social networks and explore opportunities for returning to education, exploring training and employment.

Workshops are delivered through a variety of group based and one-to-one workshops and have been co-produced and co-facilitated by young people.

In the last year the team has delivered a total of 528 sessions locally and in the community and has successfully supported young people into work and education.

Co-production is an important part of our work and we understood there was more we could do to recognise young people as assets, encourage cross borough peer support networks and empower young people to have a voice both within Single Homeless Project and in the wider community.

As such, we launched our very own Youth Forum group, made up of young people who have or still use our services and have a keen interest in shaping service improvements.

The first project is underway, with members designing an online platform called MyConnect. The platform seeks to provide online content to support a young person's first few days and weeks in supported accommodation, providing helpful tips, resources, and self-help toolkits to facilitate their journey through supported accommodation and services.

Ofsted Supported Accommodation Regulation

Our services have been preparing for Ofsted registration, adapting our policies to reflect Ofsted Guidance, and reviewing and growing our training offer for staff working in young people's services. We have ensured our staff and young people understand how this significant change impacts them. We expect Ofsted inspections to take place from September 2024.

Psychotherapy

In the past year, young people across our North and East London services were able to access individual and group therapy through a one-year funded project. This project continues to meet the needs of young people who fall through a gap between non-statutory and statutory mental health services whereby they may be subjected to long waiting lists.

We have been able to establish three therapy workspaces for young people within the community increasing accessibility to those young people who struggle with travelling around London.

Spot Purchase Semi-Independent Supported Accommodation

The spot purchase semi-independent services are a cluster of high, medium and low supported accommodation across Camden, Islington and Waltham Forest and have been open to Local Authority Looked After and Leaving Care teams since 2017.

We offer specialist support and accommodation to at-risk young people with a variety of complex needs including a mixture of trauma, attachment, mental health, neurodevelopmental and educational and social needs. Some of our services were set up initially to meet the needs and fill a gap for local authorities including our Unaccompanied Asylum Seeker service and Tier 4 Mental Health service.

As Ofsted has begun regulating providers, this puts us in front of additional local authorities who we can build partnerships with and expand our offer to young people across London.

Adding value and impact to our contracted work

Opportunities Programme

Our Opportunities Programme offers social engagement activities that help people to be active, connect with themselves, others and mainstream arts and cultural opportunities, and to consider further changes including formal education, training and employment.

Activity happens on-site at some of our services and off-site in community partner spaces. The combination of the two allows for both preference and progression, meeting people where they are at.

While the year saw reduced budgets in several projects, the programme still managed to work with 785 people from all Single Homeless Project service types, delivering 2,563 number of sessions.

ArtHouse

The mainstay of our art programme this year was delivered from the Tate Modern, where we enjoyed in-kind access to an on-site art studio within their Clore (learning).

Our courses at the Tate Modern explored various mediums including clay-work, collage, drama, drawing, painting, photography and screen-printing. Participants of these courses enjoyed visits from community arts organisations and volunteer artists including internationally renowned collage artist Nick Gentry and Cardboard Citizens Theatre Company.

Our courses, for adults and young people, were allied with regular facilitated events at mainstream institutions such as the Tate Britain & Modern, Young & Old Vic Theatres, The Wellcome Collection and the National Theatre. This supported participants to access mainstream arts and culture institutions, further building our arts community and emboldened participants to access other community programmes.

We developed a creative make-up course covering: personal expression, to professional skills in cosmetics, to theatre production techniques. This course brought young people together with industry professionals, and our in-house psychotherapist, for illuminating discussion around questions of identity. We also delivered our third screen-printing course in our own in-house screen-printing studio at Farnborough House.

Our partnership with North-West Live Arts saw a storytelling & live music production at Cecil Sharp House.

We were excited to start two six-month internships within Arthouse for two young people who have recently moved on from our support and are delighted to see the dedication and insight they have brought to their roles. We look forward to our upcoming end of year Arthouse Exhibition which will run at the University of Greenwich Galleries and a further year's programming with the Tate Modern.

107 individuals engaged with ArtHouse activity over 76 sessions, with 94% indicating a positive change in their behaviour or outlook and 85% learning a new skill.

Arthouse Participants said:

"The course really helped me with facing certain fears and anxieties"

" I am 50 years of age, and I am only now getting to understand art through this course"

"I think this is the first time I have finished something, and I feel pride in that"

GreenHouse

Our GreenHouse project secured a further grant to support its ongoing work, providing 153 weekly accessible group sessions across some of our in-house gardens and allotment and out and about in public green spaces. Over the year, 149 people benefitted from learning new skills, getting active, developing gardens of their own and accessing community spaces and programmes they might not usually.

Our innovative Exploring-Self-In-Nature courses, in collaboration with Stepney City Farm, and informed by art therapy and eco-psychology practice provided participants with social group work. The sessions enabled them to connect with nature, themselves and others and think about next steps in their growth.

We took groups of service users on overnight camping trips during the summer to Lee Vally where they enjoyed walks, games and outside cooking. They also produced photography, field recordings and film footage.

GreenHouse participants said:

'This course really helped motivate me"

"I feel more connected with nature and creativity."

"Being right by nature and by a pond made me feel relaxed"

"It's like getting your voice back"

"It was a really enjoyable experience, I feel I gained so much"

SoundHouse

The mainstay of our music programme activity over the year has been the network of participants, peers, volunteers and freelancers we've established at Islington Arts Factory (IAF), and the work at our on-site music studios in Lewisham and Westminster.

With fantastic support from our partner, Joe Strummer Fund, we delivered weekly learning individual and group sessions. We developed new community links for ongoing progression for young people including The Roundhouse and engaged with the Joe Strummer Fund's wider network for live performance opportunities at several gigs across London for both young people and adults.

The partnership, based on the power of collective and creative music opportunities, went live in Spring 2023 and supports Soundhouse's aim of engaging artists and creatives with experience of homelessness to create new and original music and media, and to build social connection and community.

The Fund builds on and supports the legacy of Joe Strummer's life and the work of the Foundation established after his death with proceeds raised through it, including from the legendary Strummerville field sessions at Glastonbury, being directed into the Soundhouse programme.

SoundHouse participants said:

"When I got here the stress went away in moments."

"SoundHouse has helped me a lot with making my music, because when I first came to this country, I had no place or sense of direction of where to start.."

“The vibe that I got when I walked in was people just laughing and smiling”

SoundHouse worked with 122 people over 476 sessions.

Sport Project

Our Sport Project was successful in securing National Lottery funding through Reaching Communities England, to build on the award-winning work we've undertaken over the last six years. The new four-year project expands the reach of the programme, bringing our good practices to homelessness and sports sector peers. It will also see us offer a new occupational pathway for people with lived experience within physical activity and add a greater emphasis on education, training and employment progression generally.

New funding from London Marathon Trust and our grant from the NFL also helped us expand our offer to young people, including work with our asylum-seeking refugee service. We have introduced NFL Flag, football, and basketball sessions and plan to hold our very first young people's-only Sports Day event.

Our TFL-funded cycling programme saw us engage 48 clients, building 46 bikes with them, over 84 sessions and expand the work into two new boroughs with a focus on our mental health services.

Over the year 264 clients benefitted from the 1,066 sessions delivered plus trips incl. an NFL game at the Tottenham Hotspur stadium, football stadium tours at Arsenal, Go Ape and ice skating at Christmas. There were 22 sessions delivered weekly, and in July we brought together 25 services and 223 clients, staff and volunteers to celebrate our 5th (and highest-ever attended) annual Sports Day.

Sylvia

Sylvia has been a part of our Sport Project for almost two years. Initially, she took part in in-house sessions which included chair aerobics, table tennis, and general fitness activities. She moved on from the hostel into her own accommodation, supported by Single Homeless Project, and was keen to remain active. Sylvia started to attend one of our community-based table tennis sessions. She took such a leading role in these sessions, helping set up and pack away and supporting new participants. Recently, she took on a prominent role in our table tennis session designed for our Camden based residents. She now volunteers for the sessions, delivering the weekly session, which is well attended, liaises with the venue and ensures the session is well equipped, assisting wherever necessary. Recently, she has approached table tennis coaches to discuss the potential of expanding the session. In a short space of time, she has taken the initiative and is an integral part of the success the session has had. Due to her commitment and motivation to make the session as inclusive as possible, we have had a lot of interest, and we are looking forward to seeing how it progresses in the near future.

Therapy services

We provide weekly, bespoke counselling and psychotherapy to our clients at our services. Our therapy offer is particularly critical for our clients, the majority of whom have experienced great trauma in their lives. This is because there are serious and ongoing issues with a lack of mainstream mental health services, particularly for people using substances and with specific mental health diagnoses (or unmet needs). Over the past year, we have worked with 143 young people and adults over 792 sessions.

This year, we introduced a specialist young person's psychotherapy service offering both individual therapy, and group work that enables shared experience and discussion of issues pertinent to young

people's mental health. Since October 46 young people have either started therapy or are receiving other direct support from the psychotherapist around their mental health.

82% of our clients showed a positive improvement in mental health following therapy.

Achieving Potential

Our Achieving Potential programme provides our clients with opportunities to enter different forms of education, training, volunteering and employment. This can be a crucial step in leaving homelessness for good and we are committed to offering a variety of pathways for those that want this.

Over the past year, we supported over 2,000 clients with their goals, increasing engagement by over 20% from the previous year. Over 350 clients have entered employment and over 800 have completed accredited education and training courses.

We continued to meet our target that 75% of those entering employment remain in work for the full contract length or over six months. We continue to support our clients once they're in employment, providing our established "In-work support service", and this is a key factor behind these successful results.

Micro-grant scheme

Our clients face significant barriers when it comes to accessing employment, education or training. Our micro-grant scheme helps to address some of financial barriers holding our clients back. In the past year, we supported over 500 clients with £12k worth of grant for things like ID, equipment, clothing, travel costs and IT equipment.

Digital inclusion

People experiencing homelessness are often from the most socio-economically disadvantaged backgrounds and are digitally excluded. Digital access is crucial for peoples' independence – e.g. accessing Universal Credit or GPs, but it's also fundamental in addressing isolation and loneliness. Feeling connected to others can be the difference between someone continuing their journey out of homelessness or falling back into drug-use due to isolation/loneliness – we want to break the vicious cycle between digital and social exclusion.

Over 80% of our clients who responded to our survey reported not having regular access to IT equipment and rated confidence in using IT as low. One client stated: *"To be connected online for me is being able to live"*, whilst another said: *"It's the only way I can access my financial and housing services"*.

Our project directly improves digital inclusion for our beneficiaries by distributing refurbished laptops donated from corporate partners and our own IT department alongside providing a tailored and specialist digital course so that clients can get the most out of their devices. From running our pilot course, we understand the wide range of challenges our diverse group of clients face and have tailored our offer to best support them – beneficiaries range from those entrenched in homelessness through to young people aged 16-21 and those within our refugee services.

- We provided over 100 clients with their own laptops and over 200 clients with personalised digital skills coaching. We also ran an eight-week accredited digital skills course for over 100 clients.
- We expanded our internal laptop-rental scheme, using reconditioned laptops provided by our corporate partners and from across our staffing teams, resulting in access to laptops for 250+ clients.

- We provided over 100 reconditioned smart phones from external donations, old staff phones and a partnership we developed with Vodafone.

Peer mentoring

We have continued our popular accredited Peer Mentoring programme. The programme ensures that 'lived experience' is embedded into service delivery and we celebrated as 40 clients graduated as volunteer peer mentors last year. They will all go on to use their experiences and stability to support and guide others.

Partnerships

We ensure our clients are given opportunities to meet and engage with external organisations. Working with existing partners, we coordinated over 25 visits to employers, colleges and training providers across London, with clients supported to build their awareness of potential career paths and confidence to take the first step.

Team expansion

We have increased our value by creating more specialist ETE roles to support specific client groups. This includes a role focussed entirely on young people, with the aim of inspiring and providing pathways into higher education. We also created a role focussed on ETE pathways for women, with the lead coordinator working alongside and in collaboration with our complex needs accommodation services.

Approved Learning Centre

As a registered Approved Learning Centre with AQA's 'Unit Award scheme', we have continued to offer our in-house accredited courses. We have improved outcomes by 25% in this service, with over 500 clients benefiting from this scheme, which often acts as a starting point and catalyst for further learning. Clients have gained accreditations in courses including Digital music creation, Managing Money online, Peer mentoring skills and Introduction to Microsoft Office programmes.

Comeback Kitchen

This year, we re-launched our Comeback Kitchen project, which began its new life in a state-of-the-art commercial kitchen in Leyton. Comeback Kitchen began its life in the middle of the COVID-19 pandemic. The brainchild of one of our own clients, the concept is simple - engage people accessing our services by running cooking sessions using food surplus secured from charity partners. The project in turn creates food parcels for those in need, as well as equipping participants with new skills and confidence.

This innovative and sustainable project has begun a new chapter. This year, we designed and launched a new six-week course, led by our new Project Manager. The course, which continues to use food surplus supplied by the charity The Felix Project, covers everything from food preparation, meal planning, health and safety and stock control. Our clients transform it all into healthy, cooked food parcels that are delivered to the local community and our local clients.

We would like to thank The Story of Christmas for their £102,000 funding to develop the site into a functioning kitchen that is ready for the programme to take place. Also, thanks to Kilburn & Strode who provided funding to run the programme on a day-to-day basis.

The course empowers clients to:

- achieve a Level 2 Food Safety and Hygiene certificate
- gain new cooking skills for independent living
- complete an AQA-accredited Food and Catering certificate
- access to ring-fenced job opportunities into the world of catering and hospitality

Our fundraising

In 2023/2024, we secured £1,801,737 income from a wide range of Trusts, Foundations, corporate partners, individual supporters, and high-value donors. Despite a challenging year caused by the cost-of-living crisis negatively affecting our supporters and donors, and the significant competition for corporate partnerships and Trusts and Foundations grants we achieved well above our forecasted annual income which has supported the aim of growing and expanding programmes that are vital for our clients to break the cycle of homelessness.

Breakdown of funds secured:

1. Trusts and Foundations – £751,651
2. Corporate donations – £410,827
3. Events – £103,062
4. Individual Donations – £533,526

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

Addressing the unmet needs of our clients

The Opportunities and Health Programmes are solely funded through Trusts, Foundations and voluntary income. The growth, reach and increased impact of the programme wouldn't be possible without the support and funding provided by: Reaching Communities National Lottery Fund, KKR Foundation, BUPA, Jos Strummer Fund, JTI, London Marathon Events, London Housing Foundation, NFL Foundation, TfL Walking and Cycling Grants, Islington United Charities, The Nicol Family Charitable Fund, Compass Funding, Portal Trust, StarLizard, Nvieneh Trust and Cripplegate.

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

The emergency grants programme

Thanks to the ongoing support from our individual donors, we distributed over 1000 emergency grants to clients who lacked necessities such as photo IDs, clothing, mobile phones, food and energy vouchers and move-on packs which enabled our clients to furnish their new homes. Our ongoing partnerships with the Society for the Relief of Distress, Qsix, Westminster Almshouses and Cripplegate Foundation also enabled us to access further support for our clients, providing grants for immediate support as well as support their employability journeys.

Our corporate partners

In 2023/2024, we have been privileged to sustain most of our existing corporate partnerships and extended several of them longer than initially anticipated. These include Workspace, The Value Engineers, 2CV, Qsix, Vixio, LinkedIn, CAMA, KKR, Euromonitor, The Brewery, JTI, Shaftesbury Capital, Carlyle, CFC Underwriters, Deltra Group, Edmonds Elder, Frontiers, MediaHub, Mondrian, North Highland, OKTA, OSTTRA, Pact Coffee, and The Last Bunch. We also added some exciting corporate partners including Foxtons on an initial two year Charity of the Year partnership, POD Management, Linklaters, Arnold & Porter, Cousins, Google Deep Mind, ISG, Kilburn & Strode, Shoosmiths, SIX Financial, and Teacher Stern.

Appeals and events

Annual Christmas appeal - Our 2023 Christmas appeal raised £598,715 of unrestricted funds which was a 77% increase in comparison with the previous year. The funds raised has helped us support more clients into independence and to provide:

- Christmas dinner funding for 695 clients staying at our accommodation services
- 875 gifts and Christmas vouchers for the clients in our hostels
- 150 food vouchers for the most in need supported by our Floating Support services
- Decorations to 36 hostels and 389 volunteers to support the activities

Challenge events

In 2023-2024, we saw 480 individuals taking part in skydives, half marathons and the London Marathon raising over £103,062. A particular highlight was the Hackney Half Marathon where 220 people decided to choose Single Homeless Project as their charity to run and raise vital funds to help end homelessness in London.

Volunteering and non-cash donations

In 2023-2024, we received support from 393 volunteers who helped us deliver ongoing activities for the clients, spruce-up our hostels and green spaces and support our colleagues in preparing Christmas meals for the people who we support. We are incredibly grateful for the support we received from a wide range of companies, foundations, trusts, groups and individuals who provided us with one-off donations, or long-term support towards our work.

Fundraising Regulator

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

The Fundraising Team members attended Safeguarding Adults and Safeguarding Children and Young People obligatory training. Our supporter and donor data is GDPR compliant and all the consent options and privacy statements are regularly reviewed. In 23/24 there was one complaint received which related to the changes of the donation pages on the Single Homeless Project website. The complaint was resolved to the satisfaction of the complainant. There have been no failures to comply with the Code of Fundraising Practice. Our adherence to the Code of Fundraising Practice sets out the main ways we ensure that we protect vulnerable people and members of the public from unreasonable or unwanted behaviour.

Our influencing

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

- Urgent Government leadership and action to end women's rough sleeping
- The Government to unfreeze the Local Housing Allowance immediately to prevent thousands more being forced into homelessness and to unblock beds in hostels where people are unable to move on to private rented accommodation.

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

Calling for systemic change to help women

Single Homeless Project has again taken a lead role in both the planning and delivery of the 2023 women's rough sleeping census and in a range of influencing activities to bring about widespread policy and practice change in how women's rough sleeping is recognised and responded to.

This year, we have led on the census in partnership with Solace, with support from London Councils and the GLA. As previously, the work has been overseen by the Life off the streets women's workstream.

Together with the census core team, we ensured that the census took place in London in 2023 by:

- developing the 2023 census methodology using feedback from the 2022 pilot census and lived experience perspectives
- engaging cross-sector stakeholders across London in the census
- creating and disseminating training and guidance for participants
- working with local authority census leads to plan census outreach shifts, service-based activities and data meetings
- recruiting and distributing volunteers to support with census activities
- regularly sharing learning and recommendations from the census work back to the Life Off the Streets women's rough sleeping workstream, the Life Off the Streets core group, and with other stakeholders more widely.

The census ran from 5 September – 2 October 2023 and was launched at a briefing delivered by the census team at one of our women's services, with attendance from Minister for Housing and Homelessness Felicity Buchan MP, and representatives from Camden council, the GLA and London councils, as well as outreach volunteers who were undertaking the census.

The 2023 census also went beyond London for the first time, with 14 local authorities nationally taking part. This was a key achievement in demonstrating that the census is replicable on a national scale, and necessary outside of London - both key points to illustrate in the ongoing discussions with DLUHC about how the census can and should be replicated by all local authorities annually.

The London census data has been presented and analysed in a comprehensive report written by Single Homeless Project and Solace. Key headlines include:

- 391 survey responses were received across London, over double the figure from the pilot census in 2022 (154 survey responses received). This is likely to be due to increased familiarity with the census, with many boroughs completing it for the second time, and a higher level of engagement from services in census activities. The survey responses may also reflect an increase in women's rough sleeping in London from 2022 to 2023.
- 656 known women were counted in the data meetings across 17 boroughs, and 193 additional women were noted as those services knew about but couldn't provide details for.

- Women reported sleeping rough/sheltering overnight in a variety of 'hidden' locations including A&E waiting rooms, on buses or trains, in squats, and in many other locations where they are unlikely to be identified by outreach workers tasked with verifying and supporting people sleeping rough.
- As with the 2022 census, women reported rough sleeping patterns which were transient and intermittent, meaning they are less likely to be identified by outreach workers tasked with verifying and supporting people sleeping rough. For example, a significant proportion of women (120 women) reported that they had spent the night walking around.

Researchers at Change Grow Live are working closely with us and Solace to deliver a report bringing together the census data from all areas nationally that piloted it, as well as recommendations for national change.

Tackling major economic drivers of homelessness in London

As a charity, we prevent homelessness for thousands of Londoners every year and we help people move from temporary accommodation into a private rented property. In both cases, the Government's low Local Housing Allowance is hindering our efforts and not giving Londoners a fair chance.

We drew attention to this in December 2023 by releasing new analysis showing that one Londoner is forced into homelessness every 8.5mins. We called for the Local Housing Allowance to be unfrozen immediately (not wait until April '24) to give Londoners a fair chance.

Unfreezing the Local Housing Allowance (LHA) right now would have meant:

- Preventing homelessness for many hundreds of Londoners who will otherwise face rent arrears and eviction before April '24
- Hundreds of spaces in temporary accommodation and hostels could be freed up to help people off the streets as those currently stuck there would be able to afford to move into private rented accommodation

Our calls were featured in media The Government did not increase the Local Housing Allowance immediately but will go ahead with a one-off increase as planned in April '24. We will call for the Government to increase benefits every year and end uncertainty for tenants and landlords.

Our people

The achievements in this report are accomplished through the hard work, 24/7 by our fantastic people.

At the end of the year, our workforce was 843 strong, including 587 employees and a bank of 256 locum workers. During the year, we were sad to say goodbye to 17 staff across three services due to their two commissioning local authorities taking the services in-house as part of service reorganisation to reduce costs.

As with last year, the constrained financial environment for commissioners has limited our ability to increase pay enough to keep up with high inflation. This persisted throughout the year, even though it had reduced significantly by the end of the year. As a committed Living Wage Employer, we were pleased that we could increase the salaries of our lowest paid staff by 8% at the beginning of the year, but the 2.5% increase in salary for all other staff did not keep pace with inflation. Reports of staff struggling with cost of living pressures and homelessness became more common during the year and led to discussions with commissioners regarding additional funding to address exceptionally high inflation and increased our resolve to make funding a higher cost of living award for the next financial year a priority.

Despite these pressures, there has been much to celebrate in the year:

- In June, we held the first in-person staff conference since the pandemic. The conference received fantastic feedback, brought people together and created excitement around client co-production of services, staff wellbeing and recognising the achievements of all our teams.
- Our Silver Investors in People was retained and renewed following an assessment process. From the process, we learned that staff were clearer than ever about our values and priorities and that staff appreciated our culture of empowerment and trust. We also learned that we need to go even further to ensure all managers are equipped to support their staff, particularly around their wellbeing.
- In December, the results of our Equality Diversity and Inclusion survey told us that the majority of staff were aware of our ED&I networks and policies and felt confident in their knowledge surrounding LGBTQIA+ identities, issues, intersectionality and how this impacts on clients. Staff also told us that they feel they belong here, that there is equal opportunity to progress regardless of background and that there is a good training offer around inclusion and diversity. We also shared back to staff concerns arising from the survey: firstly that too many staff reported prejudice or discrimination from clients and colleagues and that this was predominantly based on race; and secondly that significant numbers of neurodivergent staff felt unsupported and were reluctant to disclose their conditions at work. We published an ED&I plan to address these concerns.

Both IIP and ED&I surveys provided positive feedback on learning and development. Worthy of particular note are the 26 trainees who started work with us during the year and were supported to move into permanent roles directly working with a caseload of clients. The trainee programme provides career changers and starters with a route into this equally rewarding and challenging work. All new client facing staff, including our trainees, complete Our Way of Working training to ensure they follow our trauma-informed approach to working with clients.

Financial review

Results for 2023/24

In 2023/24 Single Homeless Project's turnover was £41.05m (2023 £38.9m).

Income from our fundraising activities has improved during 2023/24 both in respect of unrestricted and restricted funds.

The result shows an overall surplus of £420k (2023: overall surplus of £191k) i.e. unrestricted surplus of £405k (2023: unrestricted surplus £263k) and restricted surplus of £15k (2023: deficit of £72k). This is a positive position and we have continued to build on this during 2023/24 and aim to continue the positive trend in future years. The result also includes the impact of an inflationary increase to staff salaries as well as the increase to the London Living Wage implemented from April 2023.

During the year to increase efficiency and improve the way we work, we continued to invest in our infrastructure. We started introducing Microsoft Dynamics 365 (CRM) from start of 2022 and have continued to expand its use in the business for areas like recording / managing property repairs and supplier invoice approvals with delegated authority for approvals embedded into the processes.

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

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

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

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

Despite the challenging environment, Single Homeless Project's financial position remains strong, with year-end reserves of £6.6m (2023: £6.2m). Of these, £1.7m are restricted (2023: £1.7m). Cash

and short-term deposits amounted to £5.1m (2023: £3.2m), a vastly improved position to the previous year, the position also includes interest income of £72k during the year.

Key financial performance indicators

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

- **Surplus: 1.01%** (2023: Surplus 0.87%) Unrestricted surplus as a percentage of unrestricted turnover; a measure of financial sustainability over the long term. Target break-even. This is above target, a planned improvement in comparison to the previous year.
- **Overheads: 10.87%** (2023: 12.20%) Central Overheads (re-charged to projects/services) as a percentage of total costs. A key efficiency indicator used by donors and funders. Target: below 15%.
- **Staff expenditure: 98%** (2023: 100%) Actual expenditure against budget. Target 100% of budget. This is the largest single element of Single Homeless Project's expenditure. Whilst agency and locum staff covering vacant posts have still been a factor, we have been able to stay within budget for staff costs in 2023/24.
- **Income vs budget: 99.8%** (2023: -1.07%) The extent to which turnover falls short of (or exceeds) budget. Target 1% higher. Whilst turnover is slightly below budget, savings in expenditure still helped achieve a higher than budgeted surplus.

Reserves policy

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

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

At the year-end, **general reserves amounted to £2.5 m (2023 - £2.4 m).**

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

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

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

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

- **Asset Investment** - this reserve has been established for the first time in 2023/24 at £600k. The reserve is to help establish a property fixed asset allowing Single Homeless Project to further our objective to provide accommodation for our beneficiaries.
- **Asset cover for funds** - Note 16 sets out an analysis of the assets attributable to the various funds. These assets are sufficient to meet Single Homeless Project's obligations on a fund by fund basis.

Principal risks and uncertainties

In the last year, the Trustees re-assessed the risks to which Single Homeless Project is exposed. The most significant of these are:

- The loss of revenue because of funding cuts from local authorities, leading to financial instability.
 - Mitigation/control measures
 - risk spread by working across several boroughs as well as continuing to diversify income beyond local authority sources.
- Serious incidents leaving staff or clients at risk of harm or injury; serious incident or service failure leading to reputational damage.
 - Mitigation/control measures
 - Robust health and safety policies and mandatory training for staff
 - Regular review of incident management & recording processes; serious incident reviews and learning
 - Local and business continuity plans in place.
- Level of staff vacancies impacts on service provision for clients, and temporary staff are used at higher cost.
 - Mitigation/control measures
 - Competent, adequately resourced Recruitment Team with expert advice from advertising agency with knowledge of our sector.
 - Managed preferred supplier list of agencies to supply temporary staff; well managed locum bank of staff to provide short-term cover for vacancies.
 - Maintaining salary position in sector

We have quantified the risks by considering their probability and impact and as a result, have been able to delegate responsibility to senior staff to ensure controls are in place to manage them.

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

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

Environment & Sustainability – ESOS Review Summary

The Energy Savings Opportunity Scheme (ESOS) is a mandatory energy assessment scheme for large UK organisations and their corporate groups. It requires an audit of the energy used by your buildings, industrial processes and transport to identify cost-effective energy-saving measures. A large organisation is any company that either:

1. Employs 250 or more people,
2. Has an annual turnover in excess of £44 million, and an annual balance sheet total in excess of £38 million.

Single Homeless Project meets the criteria for point one – employing more than 250 people and therefore we must comply with ESOS Phase 3 regulations.

As part of SHP's assessment, we have appointed Red Gorilla and What's the Payback Ltd to complete the report. They have calculated our total energy consumption, identified our areas of significant energy consumption, and created recommendations to save energy. To fulfil the ESOS legislation, ESOS energy audits following the ISO50002 methodology have been completed, identifying general savings opportunities. These were selected because they allowed a representative sample of Single Homeless Project's sites to be audited.

Single Homeless Project's annual total UK energy consumption was analysed for one year and the findings are summarised below.

Currently we do not have comparative data for previous years as this is the first year SHP has been required to report under the ESOS Phase 3. We will continue to monitor progress and include comparatives next year.

	BUILDING Energy Consumption (kWh)	Energy Consumption %	Average Rate (£) £/kWh	Cost £/year	Cost %
Electricity	1,766,668	31.96%	0.2500	£207,416	74.59%
Gas (or other heating)	829,663	68.04%	0.0400	£70,667	25.41%
Total	2,596,331			£278,083	

	Total Energy Consumption (kWh)	Significant Energy Consumption (kWh)	% of Total Energy Consumption
Transport*	0	0	0%
Building	2,596,331	2,596,331	100%
Processes*	0	0	0%
Other	0	0	0%
Total	2,596,331	2,596,331	

	Total Energy Consumption (kWh)		BENCHMARK
SHP Total Energy Consumption (TEC)	2,596,331	Building Energy Intensity (kWh/m ²)	191.70

SHP assessed Significant Energy Consumption (SEC)	2,596,331		
Percentage of Energy Subject to ESOS compliant audit	100%		Process Energy Intensity (kWh/Product Output)

* Single Homeless Project did not consume any transport or process energy during the period.

Several recommendations have been made following the report and Single Homeless Project intends to push to implement the first stage of the zero cost recommendations immediately. These include behaviour changes such as ensuring computers are switched off when not in use and improving controls by adjusting HVAC settings and reducing heating set points where possible.

Further recommendations are those with a low implementation cost and short and long term investment options. These include boiler optimisers, energy efficient lighting, heat transfer fluids, refrigeration, Solar PV, energy monitoring and smart TVR's. These options need to be considered as a wider part of SHP's investment strategy as well as how implementation can be achieved for the sites which are not owned by SHP, as this makes up the majority of our energy consuming buildings.

Future plans

An independent survey of our commissioners was carried out in 2023 with extremely positive feedback. Many commissioners expressed their satisfaction with how closely our mission and values aligned with their own priorities. The view was that we hadn't compromised our values to secure contracts or in the delivery of services and support for clients. As a charity founded by six homeless men creating the change they wanted to see in the world, our origins and values will always shape our service and the way we work.

We will continue to run services that meet the range of needs of our clients, helping people at risk of homelessness to stay in their own homes, operating outreach for rough sleepers, hostels for people facing multiple disadvantage and supported housing for young people – preventing rough sleepers of the future.

We also plan to:

- Expand employment support for our clients with the support of corporate partners as well as exploring other funding opportunities to support people into work and to maintain employment
- Obtain Ofsted accreditation for services accommodating 16–17-year-old looked after children and care leavers
- Obtain Domestic Abuse Housing Alliance (DAHA) accreditation to improve our response to domestic abuse across our services

We will continue our influencing work, focusing on areas where we have knowledge and expertise and can evidence with our data, and the lived experience of our clients.

We will build on the results of the second annual census of women rough sleepers carried out in October 2023. The data review estimated there may be up to nine times as many women rough sleeping across England than the Government's annual Rough Sleeping Snapshot suggests. We will continue to call on the government to change the way counts are done to ensure the scale of women rough sleeping is properly recorded and adequate services funded to meet this hidden need.

We have already demonstrated how essential health navigation and primary health in-reach in hostels are to meet the chronic health needs of people who are homeless. In the next year, we will continue to work with our commissioners and government to both highlight the need in services and to make the case to fund services at the right level and in the right way.

Our current strategy is under review as we consider how best to meet the challenges ahead and to increase our resilience in doing so. We also look forward to continuing to work with the GLA after the recent mayoral and assembly elections, and to working with the new government to ensure homelessness is prioritised by them.

Structure, governance and management

Governance

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

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

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

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

The Board advertised early in 2024 and recruited four trustees who have subsequently been co-opted onto the Board.

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

Organisational structure

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

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

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

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

Remuneration policy for key management personnel

Single Homeless Project's Pay Policy lays out the following steps for setting pay for roles in Single Homeless Project:

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

Currently, Single Homeless Project's current target benchmark position is the median position.

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

Statement of trustees' responsibilities

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

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

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

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

In so far as the trustees are aware:

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

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

Auditor

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

The trustees' annual report which includes the strategic report has been approved by the trustees on 17 July 2024 and signed on their behalf by:

Liz Rutherford, Secretary

3. Independent auditor's report

Opinion

We have audited the financial statements of Single Homeless Project (the 'charitable company') for the year ended 31 March 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other Information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

We enquired of management and the Finance and Audit Committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:

- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;

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

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

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

Use of our report

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

Joanna Pittman (Senior statutory auditor)

Date

for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON,
EC1Y 0TL

Single Homeless Project

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

For the year ended 31 March 2024

	Note	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Income from:							
Donations and legacies	2	979,510	648,880	1,628,391	526,603	652,001	1,178,604
Charitable activities							
Client services	3	38,847,887	173,346	39,021,233	36,656,951	670,830	37,327,781
Investments – interest receivable		72,196	–	72,196	50	–	50
Other sources	4	265,851	–	265,851	390,602	–	390,602
Surplus from Sale of Park Road Property		–	65,500	65,500			
Total income		40,165,444	887,727	41,053,171	37,574,206	1,322,831	38,897,038
Expenditure on:							
Raising funds	6	522,218	–	522,218	318,472	–	318,472
Charitable activities							
Client services	6	39,144,362	966,146	40,110,508	36,783,417	1,604,136	38,387,553
Total expenditure		39,666,580	966,146	40,632,726	37,101,889	1,604,136	38,706,025
Net income / (expenditure) for the year before transfers	7	498,864	(78,420)	420,445	472,317	(281,305)	191,012
Transfers between funds		(93,905)	93,905	–	(209,314)	209,314	–
Net movement in funds		404,959	15,485	420,445	263,003	(71,991)	191,012
Reconciliation of funds:							
Total funds brought forward		4,552,688	1,676,745	6,229,433	4,289,685	1,748,736	6,038,421
Total funds carried forward		4,957,647	1,692,231	6,649,878	4,552,688	1,676,745	6,229,433

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

Single Homeless Project

Balance sheet

Company no. 1741926

As at 31 March 2024

	Note	£	2024 £	£	2023 £
Fixed assets:					
Tangible assets	11		2,545,772		3,045,285
			2,545,772		3,045,285
Current assets:					
Debtors	12	4,270,523		4,251,865	
Short term deposits		15,001		15,001	
Cash at bank and in hand		5,119,339		3,156,374	
		9,404,863		7,423,240	
Liabilities:					
Creditors: amounts falling due within one year	13	(5,300,758)		(4,239,091)	
Net current assets			4,104,106		3,184,149
Total net assets			6,649,877		6,229,433
The funds of the charity:	17a				
Restricted income funds			1,692,230		1,676,744
Unrestricted income funds:					
Designated funds		2,437,678		2,142,678	
General funds		2,519,969		2,410,010	
Total unrestricted funds			4,957,647		4,552,688
Total charity funds			6,649,878		6,229,433

Approved by the trustees on 17 July 2024 and signed on their behalf by

Jon Rosser
Chair

Peter Brogden
Treasurer

Single Homeless Project

Statement of cash flows

For the year ended 31 March 2024

Reconciliation of net income to net cash flow from operating activities

	2024 £	2023 £
Net income for the reporting period (as per the statement of financial activities)	420,445	191,012
Depreciation charges	151,489	174,143
Dividends, interest and rent from investments	(72,196)	(50)
Profit on Sale of Park Road	(65,500)	-
(Increase) / Decrease in debtors	(18,659)	(548,018)
(Decrease) / Increase in creditors	1,061,666	(437,007)
Net cash used in operating activities	1,477,245	(619,919)

	Note	2024 £	£	2023 £	£
Cash flows from operating activities					
Net cash used in operating activities		1,477,245		(619,919)	
Cash flows from investing activities:					
Dividends, interest and rents from investments		72,196		50	
Sale of fixed assets		522,695			
Purchase of fixed assets		(109,170)		(17,596)	
Net cash used in investing activities		485,721		(17,546)	
Cash flows from financing activities:					
Repayments of borrowing		-		(433,333)	
Net cash (used by) / provided by financing activities		-		(433,333)	
Change in cash and cash equivalents in the year		1,962,966		(637,465)	
Cash and cash equivalents at the beginning of the year		3,171,375		4,242,174	
Cash and cash equivalents at the end of the year		5,134,340		3,171,375	

Analysis of cash and cash equivalents and of net debt

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash at bank and in hand	3,156,374	1,962,965	5,119,339
Notice deposits (less than 3 months)	15,001	-	15,001
Total cash and cash equivalents	3,171,375	1,962,965	5,134,340

Single Homeless Project

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies

a) Statutory information

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

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

b) Basis of preparation

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

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

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

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

c) Public benefit entity

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

d) Going concern

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

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

e) Income

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

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

f) Donations of gifts, services and facilities

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

g) Interest receivable

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

h) Fund accounting

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

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

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

Single Homeless Project

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies (continued)

i) Expenditure and irrecoverable VAT

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

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

Expenditure includes attributable VAT which cannot be recovered.

j) Allocation of support costs

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

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

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

- Client services 100%

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

k) Operating leases

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

l) Tangible fixed assets

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

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

Tangible assets are stated at cost less depreciation.

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

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

m) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

n) Cash at bank and in hand

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

Single Homeless Project

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies (continued)

o) Creditors and provisions

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

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

p) Pensions

SHP operates a group personal pension scheme and an auto-enrolment pension scheme with defined employer's and employees' contributions. The pension costs charged in the accounts represent the contributions payable by SHP during the year.

Single Homeless Project

Notes to the financial statements

For the year ended 31 March 2024

2 Income from donations

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Cripplegate Foundation		2,958	2,958		1,542	1,542
Achieving Potential		146,862	146,862		97,784	97,784
Project Kali		48,138	48,138		93,826	93,826
Green House		30,840	30,840		33,943	33,943
Sound House		68,538	68,538		44,000	44,000
Arts House		19,412	19,412		18,755	18,755
Psychotherapies		53,342	53,342		71,795	71,795
Westminster Almshouses		10,219	10,219		15,350	15,350
Health Programme		195,957	195,957		275,007	275,007
Comeback Kitchen		72,615	72,615		-	-
Other donations and grants	979,510		979,510	526,603		526,603
	979,510	648,880	1,628,391	526,603	652,001	1,178,604

3 Income from charitable activities

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Rents and service charges	14,555,682		14,555,682	12,927,504		12,927,504
Support service contracts:						
LB Camden	4,595,428		4,595,428	4,278,631		4,278,631
LB Hackney	808,041		808,041	887,480		887,480
LB Hammersmith & Fulham	410,874		410,874	517,201		517,201
LB Islington	6,459,517		6,459,517	6,299,541		6,299,541
LB Lambeth	671,938		671,938	912,672		912,672
LB Lewisham	1,314,637		1,314,637	1,296,694		1,296,694
LB Newham	512,919		512,919	212,754		212,754
LB Redbridge	1,487,097		1,487,097	2,035,404		2,035,404
LB Waltham Forest	280,599		280,599	273,673		273,673
LB Wandsworth	565,564		565,564	508,811		508,811
Royal Borough of Greenwich	1,019,212		1,019,212	1,055,731		1,055,731
Westminster City Council	2,895,283		2,895,283	2,628,744		2,628,744
National Probation Service	765,180		765,180	742,590		742,590
Royal Borough of Kensington and Chelsea	148,778		148,778	136,366		136,366
LB Enfield	3,325		3,325	26,486		26,486
LB Havering	20,884		20,884	174,484		174,484
GLA	2,332,931		2,332,931	1,742,186		1,742,186
Grants:						
Big Lottery Fund		-	-		492,092	492,092
Sport Programme		173,346	173,346		178,738	178,738
Total income from provision of client services	38,847,887	173,346	39,021,233	36,656,951	670,830	37,327,781

Single Homeless Project

Notes to the financial statements

For the year ended 31 March 2024

4 Income from other sources

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Sundry income	265,851	-	265,851	390,602	-	390,602
	<u>265,851</u>	<u>-</u>	<u>265,851</u>	<u>390,602</u>	<u>-</u>	<u>390,602</u>

Single Homeless Project

Notes to the financial statements

For the year ended 31 March 2024

5a Analysis of expenditure (current year)

	Cost of raising funds £	Charitable activities Client services £	Governance costs £	Support costs £	2024 Total £	2023 Total £
Staff costs (Note 8)	273,371	22,947,927	37,572	3,689,129	26,947,999	26,144,817
Housing management and services	-	5,263,799	-	-	5,263,799	5,242,410
Rents payable to Registered Providers	-	4,855,887	-	-	4,855,887	3,870,556
Other direct client service costs	-	1,582,708	-	-	1,582,708	1,936,081
Staff welfare, training and travel	-	91,308	-	232,877	324,185	307,688
Office rents, rates, energy, cleaning, repairs and services	-	735,149	-	177,927	913,076	615,237
Depreciation	-	-	-	151,489	151,489	174,144
Other support costs	248,847	-	37,590	307,148	593,584	415,094
	522,218	35,476,778	75,162	4,558,569	40,632,726	38,706,025
Support costs	-	4,558,569	-	(4,558,569)	-	-
Governance costs	-	75,162	(75,162)	-	-	-
Total expenditure 2024	522,218	40,110,508	-	-	40,632,726	
Total expenditure 2023	214,976	36,828,758	-	-	37,043,734	38,706,025

Single Homeless Project

Notes to the financial statements

For the year ended 31 March 2024

5b Analysis of expenditure (prior year)

	Cost of raising funds £	Charitable activities Client services £	Governance costs £	Support costs £	2023 Total £
Staff costs (Note 8)	259,457	22,477,098	39,807	3,368,455	26,144,817
Housing management and services	-	5,242,410	-	-	5,242,410
Rents payable to Registered Providers	-	3,870,556	-	-	3,870,556
Other direct client service costs	-	1,936,081	-	-	1,936,081
Staff welfare, training and travel	-	97,607	-	210,081	307,688
Office rents, rates, energy, cleaning, repairs and services	-	328,510	-	286,727	615,237
Depreciation	-	-	-	174,144	174,144
Other support costs	59,015	-	23,520	332,559	415,094
	<u>318,472</u>	<u>33,952,261</u>	<u>63,327</u>	<u>4,371,965</u>	<u>38,706,025</u>
Support costs	-	4,371,965	-	(4,371,965)	-
Governance costs	-	63,327	(63,327)	-	-
Total expenditure 2023	<u>318,472</u>	<u>38,387,553</u>	<u>-</u>	<u>-</u>	<u>38,706,025</u>

Single Homeless Project

Notes to the financial statements

For the year ended 31 March 2024

6 Net income for the year

This is stated after charging:

	2024 £	2023 £
Depreciation	151,489	174,143
Operating lease rentals:		
Property	545,820	1,163,083
Other	22,993	54,444
Auditor's remuneration (excluding VAT)		
Audit	19,500	17,150
	<u>19,500</u>	<u>17,150</u>

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

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	20,169,588	19,466,323
Redundancy and termination costs	43,468	49,114
Social security costs	1,881,208	1,873,959
Employer's contribution to defined contribution pension schemes	1,335,872	1,306,275
Agency staff	3,517,863	3,449,145
	<u>26,947,999</u>	<u>26,144,817</u>

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

	2024 No.	2023 No.
£60,000 – £69,999	4	3
£70,000 – £79,999	2	3
£80,000 – £89,999	2	2
£90,000 – £99,999	1	-
	<u>1</u>	<u>-</u>

The highest paid employee, earned pre-salary sacrifice emoluments (excluding pension contributions) of £90,982. For the year ending March 2024, the highest salary to median salary ratio at SHP was 1:3.46, compared to previous year (1:3.36). SHP's gender pay gap snap shot in April 2023 shows a mean gender pay gap of -1.49% (2022: -3.60%) and a median gender pay gap of -0.74% (2022: -5.39%).

The total employee benefits including pension contributions and employers' NIC, of the Executive Management Team were £507,185 (2022: £491,140).

The Trustees were not paid and did not receive any other benefits from employment with SHP in the year (2023: £nil). None of the Trustees received payment for professional or other services supplied to SHP (2023: £nil).

Trustees' expenses for payment or reimbursement of travel and subsistence costs, totalling £Nil (2023: £Nil) relating to attendance at meetings of the Trustees.

Single Homeless Project

Notes to the financial statements

For the year ended 31 March 2024

8 Staff numbers

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

	2024 No.	2023 No.
Raising funds	7	6
Providing client services	745	710
Support and governance	86	80
	838	796

9 Related party transactions

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

There are no other related party transactions to disclose for 2024 (2023: none).

10 Taxation

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

11 Tangible fixed assets

	Land and buildings £	Furniture and equipment £	Total £
Cost or Deemed cost			
At 1 April 2023	3,178,082	545,782	3,723,864
Additions in year	–	109,170	109,170
Disposals in year	(475,000)	(56,743)	(531,743)
At 31 March 2024	2,703,082	598,209	3,301,291
Depreciation			
At 1 April 2023	392,933	285,647	678,578
Charge for the year	55,441	96,048	151,489
Disposal for the year	(17,805)	(56,743)	(74,548)
At 31 March 2024	430,569	324,951	755,520
Net book value			
At 31 March 2024	2,272,513	273,258	2,545,772
At 1 April 2023	2,785,149	260,135	3,045,285

Land with a value of £1,220,866 (2023: £1,458,366) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

Single Homeless Project

Notes to the financial statements

For the year ended 31 March 2024

12 Debtors

	2024 £	2023 £
Trade debtors	2,618,623	2,955,446
Arrears of rent and service charges	889,981	814,944
Prepayments and accrued income	734,278	468,075
Staff loans	27,641	13,399
	4,270,523	4,251,865

13 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	1,658,623	1,988,732
Taxation and social security	458,876	–
Other creditors	(2,870)	111,098
Accruals	1,514,993	1,034,882
Deferred income – see note 14	1,671,135	1,104,380
	5,300,758	4,239,091

14 Deferred income

Deferred income comprises 2023/24 contract income received in advance.

	2024 £	2023 £
Balance at 1 April	1,104,380	1,051,827
Amount released to income in the year	(1,104,380)	(683,001)
Amount deferred in the year	1,671,135	735,554
Balance at 31 March	1,671,135	1,104,380

15a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	273,258	1,712,678	559,877	2,545,813
Net current assets	2,246,712	725,000	1,132,352	4,104,063
Net assets at the end of the year	2,519,969	2,437,678	1,692,230	6,649,877

Single Homeless Project

Notes to the financial statements

For the year ended 31 March 2024

15b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	260,135	1,712,678	1,052,147	3,024,961
Net current assets	2,149,875	430,000	624,597	3,204,472
Net assets at the end of the year	2,410,010	2,142,678	1,676,744	6,229,433

16a Movements in funds (current year)

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	At the end of the year £
Restricted funds:					
Catalyst Programme	7,070	2958	1,047	-	8,981
GreenHouse	-	30840	69,010	38,170	-
ArtHouse	-	19,412	29,738	10,326	-
Project Kali	18,771	48,138	72,168	-	(5,259)
Fulfilling Lives	-	-	-	-	-
Sport Programme	-	173,346	173,270	(76)	-
SoundHouse	-	68,538	81,001	12,463	-
Achieving Potential – Employability	-	146,862	145,712	-	1,151
Sodexo Fund	-	-	-	-	-
Psychotherapies	-	53,342	85,317	31,975	-
WCC Mean	9,667	-	-	-	9,667
Westminster Almshouses	9,254	10,219	5,090	-	14,383
Health Programme	5,792	195,957	195,058	-	6,691
Comeback Kitchen	-	72,615	73,662	1,047	-
ELMS Capital Reserve	1,052,147	-	35,075	(457,195)	559,877
ELMS	574,043	65,500	-	457,195	1,096,738
Total restricted funds	1,676,744	887,727	966,146	93,905	1,692,230
Unrestricted funds:					
Designated funds:					
Capital reserve	1,712,678	-	-	-	1,712,678
Relocation/refurbishment/H&S mods costs	50,000	-	-	-	50,000
Information technology	75,000	-	-	-	75,000
Furnishings and equipment	150,000	-	-	(150,000)	-
Property maintenance	115,000	-	-	(115,000)	-
Innovation and evaluation	40,000	-	-	(40,000)	-
Asset Investment	-	-	-	600,000	600,000
Total designated funds	2,142,678	-	-	295,000	2,437,678
Fair value reserve	-	-	-	-	-
General funds	2,410,010	40,165,444	39,666,580	(388,905)	2,519,969
Total unrestricted funds	4,552,688	40,165,444	39,666,580	(93,905)	4,957,647
Total funds	6,229,433	41,053,171	40,632,726	-	6,649,878

Single Homeless Project

Notes to the financial statements

For the year ended 31 March 2024

16b Movements in funds (prior year)

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	At the end of the year £
Restricted funds:					
Catalyst Programme	7,070	1,542	1,542	-	7,070
GreenHouse	(1,831)	33,943	71,536	39,424	-
ArtHouse	(2,318)	18,755	124,585	108,149	-
Project Kali	18,771	93,826	93,826	-	18,771
Fulfilling Lives	(4)	492,092	400,504	(91,584)	-
Sport Programme	(45,449)	178,738	198,633	65,344	-
SoundHouse	-	44,000	96,907	52,907	-
Achieving Potential – Employability	11,886	97,784	137,530	27,860	-
Sodexo Fund	-	-	6,385	6,385	-
Psychotherapies	(635)	71,795	71,989	829	-
WCC Mean	9,667	-	-	-	9,667
Westminster Almshouses	4,028	15,350	10,124	-	9,254
Health Programme	10,413	275,007	279,628	-	5,792
ELMS Capital Reserve	1,093,059	-	40,912	-	1,052,147
ELMS	644,079	-	70,036	-	574,043
Total restricted funds	1,748,736	1,322,831	1,604,136	209,314	1,676,744
Unrestricted funds:					
Designated funds:					
Capital reserve	1,753,313	-	-	(40,635)	1,712,678
Relocation/refurbishment/H&S mods costs	50,000	-	-	-	50,000
Information technology	75,000	-	-	-	75,000
Furnishings and equipment	150,000	-	-	-	150,000
Property maintenance	115,000	-	-	-	115,000
Innovation and evaluation	40,000	-	-	-	40,000
Total designated funds	2,183,313	-	-	(40,635)	2,142,678
General funds	2,106,372	37,574,206	37,101,889	(168,679)	2,410,010
Total unrestricted funds	4,289,685	37,574,206	37,101,889	(209,314)	4,552,688
Total funds	6,038,421	38,897,037	38,706,025	-	6,229,432

Purposes of restricted funds

The Catalyst programme, funded by the Cripplegate Foundation, provides financial assistance to address isolation and to connect vulnerable Islington residents with opportunities and services.

The GreenHouse programme was funded by Trusts and Corporate Foundations, which include BUPA UK Foundation, Swire Charitable Trust, StarLizard, Nvieneh Trust and Chapman Trust. The programme engages clients with gardening and food growing activities across several SHP managed gardens and allotments, bringing enormous benefits for mental wellbeing, personal development and recovery.

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

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

The Sport Programme is funded by Reaching Communities National Lottery Fund, London Marathon Evets, London Housing Foundation, NFL Foundation, TfL Walking and Cycling Grants to transforms the lives of people experiencing homelessness through sport and physical activity. The initiative is designed to get people more active, to prolong their lives, improve mental and physical health and reduce isolation.

Single Homeless Project

Notes to the financial statements

For the year ended 31 March 2024

Purposes of restricted funds (continued)

The Therapies Programme funded by Compass Wellbeing, Star Lizard and Cripplegate, provides in-house therapy and counselling for clients across various SHP services.

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

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

Achieving Potential the employability programme, funded by Qsix, Nationwide Foundation, Workspace, Portal Trust, Kilburn and Strode, Story of Christmas, Community Grid Funding, and legacy donations provides our clients with a clear pathway away from our support services and into independence in their local community. It focuses on working with our clients – described as advanced on their recovery journey and contemplating ETE opportunities.

Purposes of designated funds

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

17 Operating lease commitments

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

	Property 2024 £	2023 £
Less than one year	182,230	227,030
One to five years	200,880	391,663
Over five years	–	47,520
	<u>383,110</u>	<u>666,213</u>

18 Legal status of the charity

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

Single Homeless Project
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**Single
Homeless
Project**

Registered Charity Number: 287779
Company Limited by Guarantee Number 1741926