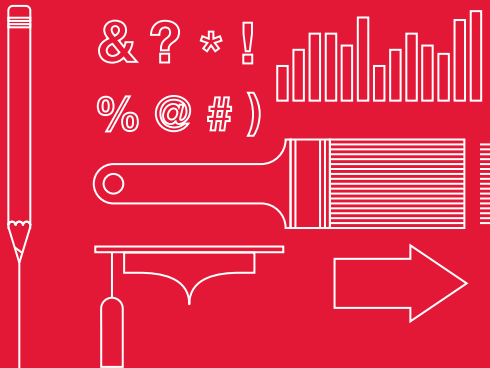


HOMELESSNESS ENDS HERE.

IMPACT REPORT 2015/16



Crisis

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CRISIS IS THE NATIONAL CHARITY FOR HOMELESS PEOPLE

We are determined to end homelessness. We do it person by person and by influencing policies to ensure everyone has a place to call home.

Homelessness is devastating, leaving people vulnerable and isolated.

Crisis offers ground breaking housing, health, education and employment services. We work with thousands of homeless people across the UK every year.

We are determined campaigners. We draw on our research, partnerships and years of experience of working directly with homeless people to deliver change and a vision to end homelessness for good.

Read the Crisis Impact Report and watch films online:
www.crisis.org.uk/impactreport

OUR PRIORITIES

Our priorities for 2013 to 2018 reflect growing demand for our services and the need to campaign to address rising homelessness as cuts to services and benefits, compounded by the ongoing housing crisis, continue to affect people across the UK.

ONE

Deliver high quality services that enable housing stability, financial security, improved wellbeing and the development of positive relationships.

TWO

Develop and deliver a range of housing solutions.

THREE

Be the leading source of knowledge on causes, effects and solutions for single homelessness.

FOUR

Influence opinion and public policy and raise awareness so that homelessness matters to more people.

FIVE

Raise funding to support existing activities and growth plans.

SIX

Develop our people, systems and operating methods to ensure that they effectively support Crisis' activities, growth and development.



OUR VALUES

It is vital, as we grow as an organisation, that we ensure everybody understands what it is that makes us Crisis. Our values are at the heart of everything we do as we continue in our mission to end homelessness.

INSPIRATION

We can and we do change the lives of homeless people. Through this work we inspire others to help end homelessness.

INTEGRITY THROUGH KNOWLEDGE

Our integrity is grounded in our unique knowledge base, which comes from our research and years of working directly with thousands of homeless people.

DIGNITY

By giving people the tools to help themselves out of homelessness, we uphold their dignity. We act with compassion, a sense of common decency, and with humanity.

FEARLESSNESS THROUGH INDEPENDENCE

Our independence grants us not just the ability, but also the responsibility to be fearless and say what needs to be said to help homeless people.

ADAPTABILITY

We are curious, creative and adaptive, willing to change what we do when we know what works – and what does not.

RESOLVE TO END HOMELESSNESS

Be it through anger or compassion, we draw our resolve from the injustice that is homelessness in 21st century Britain.

FOREWORD



Homelessness is an injustice. Over the last year, we have grown our services and campaigning in response to rising homelessness. We are more determined than ever in our resolve to end homelessness for good.

Every day, people who use our services tell us about the isolation, indignities and dangers they have faced as a result of losing their homes. Homelessness is an injustice. Over the last year, we have grown our services and campaigning in response to rising homelessness. We are more determined than ever in our resolve to end homelessness for good.

The landscape is bleak. Homelessness in England has continued to rise, particularly rough sleeping which is up by 30 per cent on last year. In Scotland and Wales the picture is different, but challenges remain. Everywhere you look in the UK, punitive welfare measures and a deep housing crisis are leaving too many people without a place to call home.

In response we have accelerated our efforts on two fronts. We have continued to grow rapidly, establishing new services in Croydon, South Wales and North London. Our original plan was to be delivering services in 11 locations by mid-2018, but with the growing problem we decided to act more quickly.

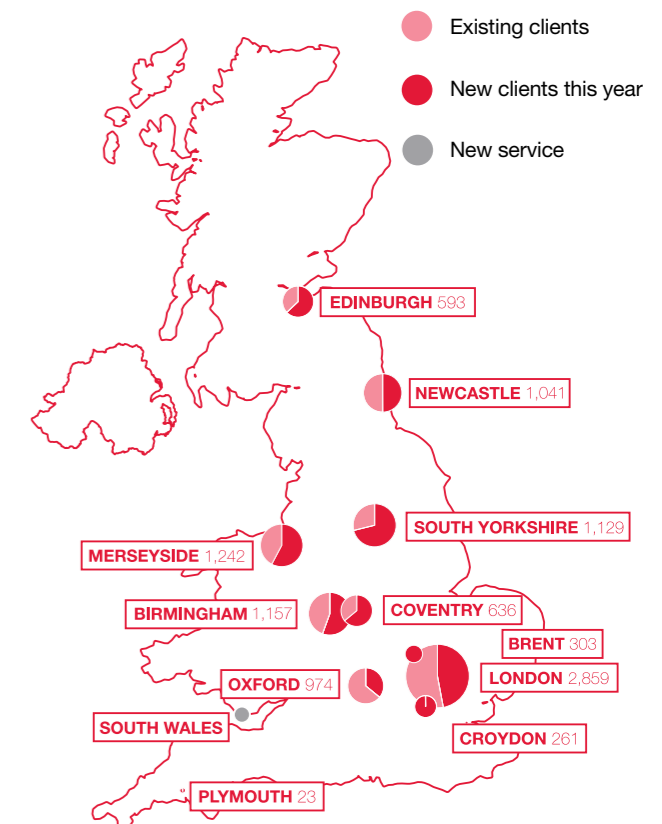
Meanwhile, our campaigns to tackle the underlying causes of homelessness have also stepped up tremendously. We have continued to build constructive relationships with governments. We were delighted when a raft of measures to tackle homelessness were announced in England. Commitments to protect the Homelessness Prevention Grant and explore options for legislative change to stop homeless people in England being turned away by their council were particularly welcome. We were also pleased to see legislation to prevent homelessness in Wales implemented, and commitments made by the Scottish government to tackle homelessness.

We are extremely grateful that, as the homelessness crisis has deepened, so too has the enthusiasm and generosity of countless members of the public, companies, trusts, volunteers, staff, campaigners and other supporters – people who, like us, believe no one should face the dangers of homelessness.

But our most important partners in the fight to end homelessness are those we work for. The people who use our services each day aren't just our clients – they are our members. Listening to them defines how we work, how we deliver our services and how we talk to politicians. They tell us the reality of homelessness. And it is only by understanding that reality, that we can know what it means to put it to an end.

Jon Sparkes
Chief Executive

NUMBER OF CLIENTS USING CRISIS SERVICES IN 2015/16



LAWRENCE, OXFORD

I moved to Germany with a lady who I really fell in love with. We had a child. But the relationship broke down. So I came back to England.

I thought: "I'm a grown man, I have to pay for my child." So I went over to the hospital to get a job. I was portering and then working in the pharmacy. I was going to work and, on the days when I couldn't crash somewhere, I'd find myself walking around the city until the sun came up and then going back to work again.

We all have problems, but it's much easier to cope with a roof over your head, instead of outside, under a park bench, or in somebody's front room. The council cannot do anything for a young man who's healthy. It's ridiculous that people like myself have to go homeless just to get a room. You have to go through hell to get to heaven.

I've flipped the coin over. From being homeless, to having a roof over my head and working full time.

I had to go to Crisis and say: "Help me". I told Chris my whole situation. He has been such a good person to me. We were looking and looking. Chris found a place he said would be ideal, near the hospital. So we went and took a look. Chris said Crisis could raise the deposit money for me. I said: "Thank you, thank you, thank you!" You get your hopes up and you get anxious and nervous until you get the keys.

I've flipped the coin over. From being homeless, to having a roof over my head and working full time. I'm a person. I can stand up and be counted. And it took a roof over my head to stand up. If it wasn't for Crisis, I'd still be trying to figure out who I really want to be.



HOMELESSNESS ENDS WITH HOUSING



For many homeless people, private renting is the only way to find a home. Through coaching, classes and projects across the UK, Crisis gives people the tools and knowledge they need to find a rented house and make it into a home.

We have developed a housing service that breaks down the barriers homeless people face when finding a rented home. Renting Ready training helps prospective tenants learn about budgeting and bills, finding flatmates or DIY. We work with landlords to ensure a supply of places to live – both directly and through projects we support across the UK.

Over the past six years, our housing services have also supported more than 160 Help-to-Rent projects, which have helped more than 10,000 homeless people into decent homes. Of the 2,000 people housed in our most recent programme, 85 per cent stayed in their new home for at least a year.

IMPACT OF WORKING WITH A CRISIS HOUSING COACH



Despite government funding for these projects coming to an end in England, Crisis has funded five projects that would otherwise have been forced to close, ensuring they can continue their vital work. The Scottish Government continues to fund us to support projects while, in Wales, 20 of 22 local authorities will receive Crisis training and consultation.

All of our Crisis Skylight centres across the UK now have dedicated housing coaches, giving more people access support and advice on housing. This unique coaching service helps homeless people not just find, but keep a home.

Alongside this direct work, we strive to make the private rented sector less hostile. Sadly, 82 per cent of landlords won't rent to homeless people because they think it's too big a risk. Our new campaign, *Home: No Less Will Do*, saw Crisis partner with leading landlord groups to call for new measures to help more homeless people to rent and help landlords to let to them.

IMPACT	TARGET	ACTUAL
People who secured stable housing	275	533
Tenancies created through funding and supported PRS access schemes	1,065	1,004
People whose housing situation improved	481	719
People whose homelessness was prevented by Crisis	277	310

HOMELESSNESS ENDS WITH EMPLOYMENT

MALINDIE, COVENTRY

Lack of work is a major cause and consequence of homelessness. Having a job brings financial stability, self-respect and independence; losing it can be soul destroying. Crisis' employment coaches help people find their own route towards a new job or career.



Eighty per cent of homeless people say they want to get back into work. One client, who found employment with help from the Crisis team in Oxford, explained how the experience has given him a boost. "It's completely different," he said. "I'm getting up every day and I feel different with my job. It's made me feel that I need to carry on up!"

One in five people interviewed in the latest Crisis Skylight evaluation had progressed into paid work. Analysis of our own services tells us that one-to-one coaching is the most powerful way to help homeless people gain employment. That's why we're determined to increase the number of people who have the support of a Crisis employment coach. Our coaches help people through the process, from confidence building and CV workshops, to mock interviews and help buying smart work clothes.

IMPACT OF WORKING WITH A
CRISIS EMPLOYMENT COACH

Our Changing Lives Grants open doors for clients, helping them to pay for courses or equipment to get started in the world of work. Over the past year, our grants have supported 61 people on a number of different work paths from counselling and early education, to journalism, catering and welding.

12x
MORE LIKELY TO
SECURE A JOB

Crisis' largest-ever employment fair in London gave clients the chance to meet with 28 different employers.

Café from Crisis continues to provide real, on-the-job training, leading to careers in the hospitality and catering industries for clients in Oxford, Newcastle and London. Building on the success of these initiatives, we are developing a similar accredited retail training scheme in our newly-opened Shop from Crisis outlets.



IMPACT

People who secured a paid job

TARGET

664

ACTUAL

737

People who attended employability training

1,160

2,321



I left home when I was 14. I had my first breakdown when I was 17. I did have a difficult life, but then I tried making it better. I started studying law, bought my house. But I lost control of my finances and, in the end, I had to sell.

I was homeless. I had no choice but to go to mum. One day she told me that I had to move out there and then. It wasn't secure. I'd just turned 40 at that point.

I started coming to the Crisis women's group. Getting up, getting dressed, coming to a group, meeting other people – it made a massive difference. When you haven't been working and haven't been studying or been doing anything academic – it's amazing the things that you lose.

**To say I've
come a long
way is a massive
understatement.**

Charlotte from Crisis has made me feel so confident. She's always telling me: "You can do this, you're absolutely fine."

Because I love cleaning, I started doing a couple of cleaning jobs. Then we put an application in for a Crisis Changing Lives Grant. I applied to set up a cleaning business. It's quite simple – the business model. I needed some vacuum cleaners, the cleaning materials, everything to start up. The day I found out that the application was successful I was overjoyed! When I've got enough hours – my long term plan is to employ people who've come through Crisis.

To say, I've come a long way is a massive understatement. I'm saving money, looking to get my own place.

Crisis has given me so much strength and I believe in myself. I've never believed in myself. I tell everyone: "Go to Crisis". I carry the timetables in my bag and hand them out – because I know it works.

MIKAEL, EDINBURGH

I always worked as a gardener. I don't know any different. But then I was diagnosed with cancer. I did some experimental treatment and it worked – but the tax I pay is that I don't have any strength. Eventually, I had to give up my house.

I slept outside for five weeks. Being out there is soul-shattering, it's frightening and it's humbling. A street kid showed me a spot where I was well hidden. I was determined to get into a flat before the first snow.

I saw a Crisis poster and arranged a meeting with Martin. He is a very passionate man. We'd apply for flats. He did the hunting and I did the running around... like a tag-team. We just wouldn't give up. Then I got the keys.

Crisis is a role model because they put quality back into my life.

Martin had to keep on explaining: "This is your home. Nobody's coming to get you." He said his job is not only to stop me being homeless, but to keep me from being homeless. That's one thing about Crisis, they don't treat you like you're on a conveyor belt.

I loved working as a gardener – love being outdoors. So I came to Crisis' Woodland Fridays in Holyrood Park. We learned the history of the park, the ecology, had guest speakers. Through that I achieved a John Muir award. It's important to get back into learning, but it's also a chance to relearn social skills.

Now, I help my friend who runs a community orchard. I can't do most of the work, but I show them how to do stuff. And I do little jobs to help disabled people in my community get in their garden. It's invigorating.

Crisis is a role model because they put quality back into my life. If I can pass that on, that's what I'll do – in the only way I know how.



Lack of skills and qualifications can lead people to become and stay homeless, isolated from society, work and independence. Education is at the heart of Crisis – supporting people to build knowledge and skills, grow in confidence and feel more positive about the future.

Forty one per cent of Crisis clients recently interviewed said their formal education was incomplete. From literacy and numeracy, to millinery and music, Crisis' classes break the cycle of homelessness. They provide routine and purpose and equip people with skills for work and life.

One of our clients explains how joining an IT class in South Yorkshire gave him more than computer skills, it helped him connect with the world in new ways. "Initially I just wanted to have a glorified typewriter," he said. "I went online for the first time. Now I'm always on it!"

QUALIFICATIONS AWARDED THIS YEAR



Vocational courses, such as tiling or plumbing, can be a step into work. In London, the Café from Crisis kitchen was used for classes to help clients to gain qualifications in practical catering. And a basement room was transformed by participants in an externally accredited painting and decorating course. In Edinburgh, our event planning class learned on the job by organising a conference for peers.

In Newcastle, the innovative self-build PROTOHOME project was about more than building site skills. One participant explains: "This project is actually spilling over into the way I tackle, prepare or do anything: job applications, volunteering, business planning, my social activities, my living situation and my interactions."

For many, coming to a class is the first step, but the rewards can be significant. A recent evaluation found 88 per cent of our clients interviewed had made progress as a direct result of coming to Crisis.

IMPACT	TARGET	ACTUAL
People who gained a qualification	1,554	1,247
People who participated in classes and activities	6,233	6,662
People who progressed to external education	427	456

HEALTH & WELLBEING

NEWCASTLE ALLOTMENT PROJECT

Being homeless is devastating for a person's mental and physical health. Crisis helps people rebuild their health and wellbeing through classes, social activities, personal coaching and by supporting them to access GPs and other services.

New research from Crisis found that six out of ten homeless people suffer from loneliness. People reported feeling ashamed or invisible – and nearly half felt that they didn't deserve to be helped.

Before coming to the Crisis Skylight team in Coventry, one client remembers herself as: "Miserable, depressed, very anxious, negative. I had no feeling of any future and wasn't having much contact with friends." Attending Crisis helped her reconnect and even feel ready to set up her own business. "I couldn't be more optimistic about the future," she said.

In Oxford, a new programme of mental health and wellbeing activities gave people the chance to join body mindfulness classes, learn about getting fit, or manage depression.

Meanwhile, in London, a visit from world heavyweight champion Anthony Joshua to Crisis at Christmas led to the creation of a year-round boxing class. The class is just one of many ways – from Kung-Fu to ballroom dancing – that people can keep active and well at Crisis.

Our health and wellbeing coaches help people identify specific challenges and rebuild the self-esteem shattered by homelessness. As well as offering one-to-one support, this year we helped hundreds of people to access GPs, get new glasses or get specialist help with addiction or other complex health issues.

"I think there's going to be a lot more help this time than what I've been getting throughout my life," one client reflected after our team in South Yorkshire supported him through his autism diagnosis.



HAS YOUR CONFIDENCE IMPROVED?

95% YES



IMPACT	TARGET	ACTUAL
People reporting improved mental health	701	477
People accessing Crisis mental health support	555	560
People reporting improved positive relationships	719	470



Crisis' award-winning Green Fingers Allotment Project in Newcastle has continued to provide clients with the chance to boost social skills and redevelop the self-confidence that can be lost during the turmoil of homelessness.

Participants work alongside a tutor to develop a gardening plot in the city. Clients benefit from the tranquil surroundings while gaining a number of accredited horticultural qualifications.

Throughout the year, the group has planted potatoes, onions, cucumbers, tomatoes and squash, along with sweet peas and fuchsias to brighten up the food plots. The produce collected has been used in Café from Crisis Newcastle, a training café run by Crisis for the local community.

It's not just the allotment that's grown, it's our clients' confidence

New additions to the plot this year include a pond, flower bed, hibernaculum, and alpine roof garden and large shed, which is being used as a teaching resource.

Allotment's coordinator, Dom Booth, is delighted at the way Crisis clients have embraced its development.

"Being in a natural, calm environment has really benefitted our clients' mental health and wellbeing," he said. "It's been fantastic to see the group taking control and really owning the project. It's not just the allotment that's grown, it's our clients' confidence – both have developed out of all recognition."

Since it opened in 2014 Crisis clients have transformed a small disused plot into a flourishing working environment through their dedication and endless enthusiasm. They are all justly proud of their efforts.

DAN, MERSEYSIDE

I was 20 when my family was evicted from our home. I was too old to go with them into supported housing and suddenly found myself alone. After briefly living with my uncle I ended up spending nine months in a youth hostel. When I was told I was homeless it was a massive reality check.

I started going to Crisis soon after moving into the hostel and immediately joined the creative writing class. It's helped me. There's a real sense of camaraderie. People in the class were strangers at one point, but now we're completely inseparable.

Thanks to the support I've received from Crisis, the future's looking bright.

Crisis has helped me to come out of my shell and making art has been a big part of that. It's been a real outlet. As well as the creative writing classes I got involved with Art in Crisis recently, where I wrote a story as part of an alternative walking tour of Liverpool.

The arts coordinator Annie asked if I wanted to do a performance on the tour so I said I'd give it a go. I ended up leading the whole thing! It was such a great experience and the reaction from the public was fantastic.

When I first moved into the youth hostel I may as well not have been there. I may as well have been invisible. I'm now living independently and working full time in the hostel! Thanks to the support I've received from Crisis, the future's looking bright.



HOMELESSNESS ENDS WITH

ARTS



Confidence and motivation suffer without the security of a home. Making art can spark a sense of self, producing focus and an outlook on the future. Crisis' art activities help people find their place in the world and can build the self-esteem needed to move into education, volunteering or employment.

For one client, attending Crisis art classes in Coventry led to him starting a business. "You start to dream bigger," he said. "You start to think: 'if I can do this, I can set the bar even higher'. So we're looking at how I can make money as an artist, teaching skills workshops and doing community artwork projects."

The Art in Crisis festival in September saw hundreds of people, who have used Crisis' services across the UK, celebrate art, its role in society and in ending homelessness. From open art workshops in London and Sheffield, to a photography exhibition in Birmingham and a dramatic performance at a festival in Oxford, Art in Crisis opened a window on homeless artists at work.

All year round, Crisis' arts activities helped people engage with society, culture, and one another – experiences that are too often closed doors to homeless people. In Merseyside, Crisis' Art in the City initiative took clients on a 12-week tour of Liverpool's galleries, museums and exhibitions. "It gave me confidence that I didn't know I even had," said one participant.

As well as boosting confidence, the arts help clients build motivation that can be so crucial on the journey out of homelessness. One client explained: "Being in that environment with people in a similar situation, it gave me the space to think: 'this is what I want to do, and this is how I am going to develop it, and this is what I want my future to be'."

At times, members of Crisis' arts classes got extra inspiration from industry professionals. In London, the Shakespeare class performed for actor Richard Gere and singer Ellie Goulding helped a Crisis song writing class find its voice.



96% OF CLIENTS WHO ATTENDED AN ART CLASS INCREASED THEIR MOTIVATION



CRISIS AT CHRISTMAS

CORKY, LONDON

One in four homeless people spends Christmas alone. A lifeline for thousands of people across the UK, Crisis at Christmas offers support, companionship and vital services over the festive season. In addition, we encourage guests to take up the life-changing opportunities on offer all year round at our centres across the country.

“Being homeless at Christmas can be quite a sad time and without Crisis I’d have nowhere to go. They accept you, don’t reject you. And you’re seen as a person,” one Crisis at Christmas guest explained.

Among the 4,594 people who were welcomed in from the cold at Crisis’ Christmas centres this year, 91 attended Crisis’ first ever Christmas events in Coventry and Birmingham. Guests at these new events enjoyed a range of activities, from poetry to photography workshops. Meanwhile, in Edinburgh, we extended the traditional festivities by opening our doors to guests on New Year’s Day.

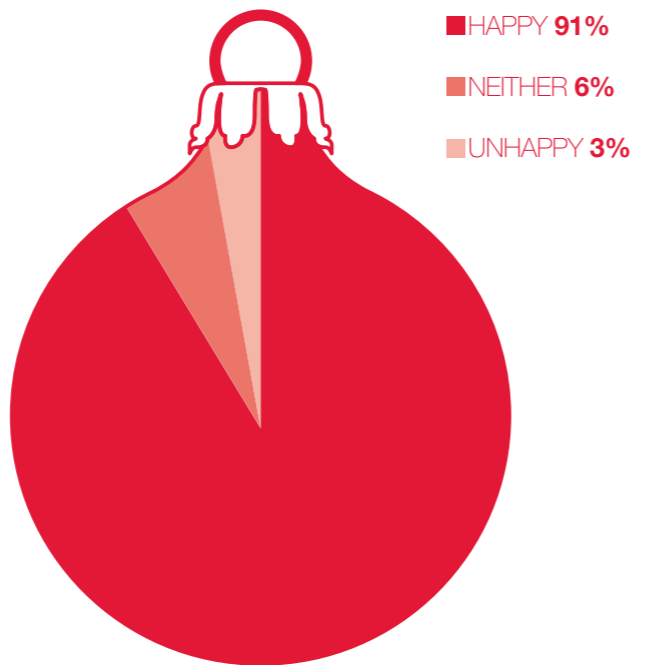
More than 10,570 volunteers in London, Newcastle, Edinburgh, Birmingham and Coventry donated their time to cut hair, lead karaoke sessions, scrub potatoes, perform medical examinations or just have a cup of tea and a chat. Dentists, counsellors, podiatrists and massage therapists all lent their skills to help make our guests feel special.

For many, the respite of Crisis at Christmas provides an opportunity to focus on the future, and advisors were on hand to discuss issues like housing and employment. “I’ve been thinking of coming to talk to the people at Crisis because I can do some of the classes and I’d like to retrain for a completely different career,” said one Crisis at Christmas guest.

Volunteers with direct experience of using Crisis’ services were on hand to talk to all our guests about how our year-round services could help them beyond Christmas.



CRISIS AT CHRISTMAS GUEST SATISFACTION



I was homeless for five years. I’d started up a small company and, during my divorce, I lost my life really, my old way of life.

Home is something we take for granted. Just using the toilet in the middle of the night becomes a real issue. But, what was far more serious was the life-threatening aspects – things like coldness, disease, getting treatment when you’re ill. I knew people that died on the street. It’s sad to know that, in England, you look over just out your window and you can see a man on the street dying. It’s crazy to conceive, but it’s a reality.

When somebody feels valued, it enables that person then to be able to look at opportunities.

I used to get on a train and I’d wear a suit and a tie and I’d sleep. People would overlook me. So it was only when I came to Crisis at Christmas that it was possible for me to engage in services.

I did a whole plethora of stuff. I had bacon, eggs, beans and some nice bread. I had my hair cut, watched DVDs. The lady that cut my hair was lovely. What do you call them? ‘Volunteers?’ You can call them Father Christmas! That’s the way they made me feel.

I spoke to a lady about how it was possible to be housed. Thank God for this lady. Crisis made a huge difference to me being housed right now, and to me now looking at having some kind of future.

A HISTORIC OPPORTUNITY TO CHANGE THE LAW

Crisis' *No One Turned Away* campaign continues to gather pace. It attracts the support of influential politicians and renowned public figures, including Ellie Goulding and Richard Gere. The actor took time out from promoting his new film to meet with Crisis clients and staff at our London centre, helping us take the campaign to policy makers in government.

Meanwhile, Crisis convened an independent panel of experts to make recommendations on how to improve help for homeless people in England. The resulting report received widespread national media coverage and was met with interest from senior government figures, who pledged to look at possible options, including legislation.

No One Turned Away calls for a review of help for homeless people in England.

With our recommendations at the ready and politicians willing to listen, we next rallied our supporters to call on their MP ahead of the Private Members' Bill ballot – when a small number of MPs get the chance to propose bills of their own. Once the ballot had been drawn, we again called on our supporters, including people with experience of homelessness, to write to successful MPs urging them to take up our call.

After a hugely successful response Conservative MP and member of the Communities and Local Government Select Committee, Bob Blackman, agreed to put forward a bill aimed at preventing and tackling homelessness in England. With parliament due to discuss the Homelessness Reduction Bill in the autumn of 2016, it represents a major success for *No One Turned Away* and a historic opportunity to change the law so that all homeless people can finally get the help they need.



HOMELESSNESS ENDS WITH CAMPAIGNING



Ending homelessness takes more than changing individual lives. Working with thousands of campaigners, many of whom have experienced homelessness, Crisis aims to change our world to stop people becoming homeless in the first place.

Rough sleeping has risen this year in England and Scottish winter shelters reported a sharp rise in demand. Crisis has the expertise and determination to face these challenges – and our campaigning is central to this.

Crisis' *No One Turned Away* campaign – calling for all homeless people who approach their council to get real help – gathers momentum. Following our most popular campaign action to date, the government announced measures that could have real impact on homelessness. These include protection for the Homelessness Prevention Grant, further investment and an announcement that government would consider changing homelessness legislation in England.

Crisis' first big campaign in Scotland saw the publication of a *Manifesto to End Homelessness* in the run up to Holyrood elections. All political parties were urged to adopt a new cross-departmental strategy to tackle homelessness. Elsewhere, the *Lead London Home* campaign saw Crisis join with more than 20 charities in London to call on mayoral candidates to make tackling homelessness a priority.

Our campaigns are informed by our unique knowledge base, which comes from research and years of working with homeless people. A survey conducted for our *Home: No Less Will Do* campaign found that many landlords see renting to homeless people as too much of a risk. By working alongside landlord groups and drawing on our experience of helping homeless people to rent, the campaign offers solutions to help the English private rental sector work better for homeless people and landlords alike.

Other Crisis research showed that 70 per cent of homeless people feel ashamed or invisible to others. By putting the experiences of people who are too often ignored at the centre of our campaigns, we are stronger in the effort to end homelessness.

RECORD-BREAKING CAMPAIGN ACTION

6,778

PEOPLE EMAILED THEIR MP TO ASK THEM TO PROTECT THE HOMELESSNESS PREVENTION GRANT

IMPACT	TARGET	ACTUAL
Statements from politicians committing to tackle homelessness	10	11
Number of campaigners	40,000	38,000
Website visitors	1.3 million	1.3 million
Advertising value of media coverage achieved	£10.0 million	£9.5 million

HOW WE WORK

Crisis is determined to end homelessness. We always look for ways to help volunteers, campaigners, donors, partners, fundraisers and staff work together in that effort. We strive to keep the reality of homelessness, as experienced by the people we work for, at the heart of all we do.

Our clients have gone on to shape our services – from volunteering, to encouraging others to come to Crisis and participating in feedback forums. People who have used our services are now involved in the recruitment of all client-facing roles and have been central in the creation and development of our new services in South Wales and Croydon.

Almost one in five Crisis staff has experienced homelessness and we are determined to employ more. Our new trainee scheme saw the creation of five new paid posts offering on-the-job training open specifically to people who have recently been homeless.

We have developed new ways to measure our clients' progress and we continue to invest in an annual external evaluation of our services. This evidence base, together with other research, gives us a solid understanding of how best to achieve positive outcomes for homeless people. We will invest more in one-to-one coaching, which we know has the power – particularly when combined with Crisis' classes and education opportunities – to help clients achieve their potential and lasting change.

As Crisis and the number of people who support us grows, our systems and ways of working must also develop. This year we launched Connect, a new intranet and online collaboration environment where staff can interact across the organisation and coordinate their work. And we are in the very early stages of revamping our external website to ensure it works even harder to meet the needs of our donors, volunteers and those who need to access our services.

This year, nearly 11,000 volunteers donated their time to help end homelessness. Countless others donated, campaigned or fundraised. Crisis is extremely grateful for the level of commitment so many have shown our cause.



ED, SOUTH YORKSHIRE

I'd lost my flat and I was living in the Salvation Army hostel. The alienation is a shocker when you're homeless. You do tend to drift along and one day blurs into the next. You get to the point where you're not sure what day it is. I need a to-do list, I need some structure in my life.

Crisis was running some courses in the hostel. I took many courses, including IT and creative writing.

We know that everything we say is taken seriously.

From being in a dark place, I started seeing light at the end of the tunnel. I thought: "It's not bad this!" I've become a volunteer. I've had experience and I can put that experience back into it.

I attend the members' forum – we meet once a month. We've made real decisions about Crisis: what we think works best. It's great to think: "I'm making a difference here." We know that everything we say is taken seriously. We're not just making up numbers. Crisis actually listens to what we say. The respect you get, that's very important.

I've also been as a representative to national members' meetings. It was good to meet people like me, who've been through it. It's this mutual support. You think: "the world's not against me after all."

I was also put forward for the volunteer role for the new Crisis Skylight South Wales. I've been attending project meetings and providing insight. They asked: "What's working for you?" I mentioned the little things that make a difference, like having access to a mobile, having someone on the team who's an expert on benefits... little things like that.

Perhaps the most valuable thing I have taken from Crisis is relearning to interact socially, regaining my confidence and self-worth. I feel that by volunteering with Crisis I'm putting something back. I'm doing it for me as well.

IMPACT	TARGET	ACTUAL
Volunteers who helped Crisis across the year	10,798	10,849
Number of clients volunteering	530	415

CRISIS LAUNCHES SHOPS

This year we launched Shop from Crisis, a new venture taking us into the world of high street retail for the first time. Our two new shops, in London's Hackney and Finsbury Park, are the first of ten that we will open across the UK in the next two years. Selling clothes, books and homewares, the shops raise vital funds to help end homelessness, while providing retail training and employment opportunities for Crisis clients.

The shops raise vital funds, while providing retail training and employment opportunities.

"All of the volunteers make me very proud, but especially the work we do with people who are moving on from homelessness," explains Kate, who manages the shop in Hackney. "For me, that's the biggest part of the job and that's the reason why I wanted to do it."

Lack of work is a major cause and consequence of homelessness. The shops provide a supportive environment in which people can learn, build confidence and gain new skills. Crisis is developing an accredited retail training scheme. This will be rolled out across all the shops, giving volunteers a chance to gain professional qualifications to help them progress into work.

Our clients have also been involved in the development of the shops, helping to build many of the features and fittings that make them inviting, open spaces where people from the local area want to spend time, support our fundraising and come together behind our campaigns to end homelessness.

"My fondest memory was when we had our first week. I was blown away by the support we had from the local community," reflects Esther who manages Shop from Crisis, Finsbury Park. "Everything was so positive!"

HOMELESSNESS ENDS WITH

FUNDRAISING

Crisis relies on donations to provide and grow its services and help more people as homelessness continues to rise. We are grateful that each year thousands of people, companies and trusts dig deep to help us end homelessness.

This year we arrived early at our target of opening 11 services by 2018. This step up in the growth and ambition of Crisis' services took place only thanks to the generosity of our donors.

Our two new shops in London will not only raise funds, but will also provide on-the-job training for clients on the journey back to work.

Sixteen brave fundraisers took on the Zipwire challenge across the Tyne, 26 others laced up their running shoes for the Edinburgh Marathon Festival and Oxford Half Marathon, and 270 thrill seekers made a splash at their choice of three Crisis Midwinter Swims. A new fundraising executive for the West Midlands extends the local support Crisis can give fundraisers.

A record-breaking number of people who have used our services took part in the Crisis Square Mile Run and other fundraising events. "My journey from homelessness has helped me to prepare," said a former client ahead of the Virgin London Marathon. "Whatever time I do, it will be my best."

At Christmas, more people than ever before generously donated to provide warmth, shelter and companionship for our guests. The December BBC Lifeline appeal, hosted by Jo Brand, saw hundreds of members of the public respond to our cause and 714 others gathered friends together and raised vital funds by throwing a Crisis Christmas Party.

And, to keep doing our very best for our supporters, we have enacted a new 'Supporter in the Room' policy: every time we talk, write, or plan fundraising, we do it as if there is a supporter in the room. The policy helps us ensure we are proud of everything we say and do.



OUR PEOPLE

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the Hon. Lady Ogilvy, KG, GCVO

Vice presidents
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The Most Rev. and the Rt Hon. Justin
Welby, the Lordbishop of Canterbury
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Keith Felton, Director of Corporate Services
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Micky Walsh, Director of Client Services

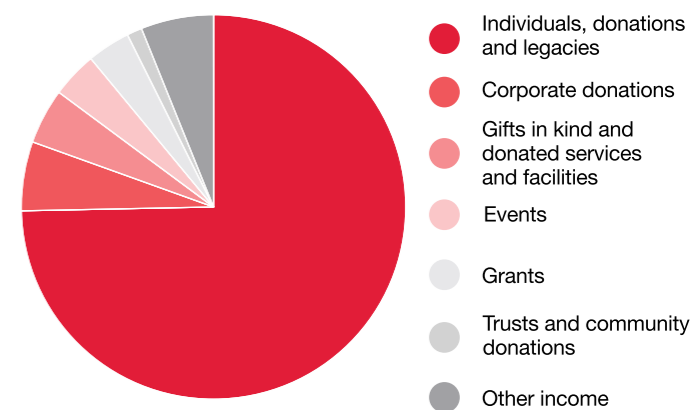


OUR FINANCES

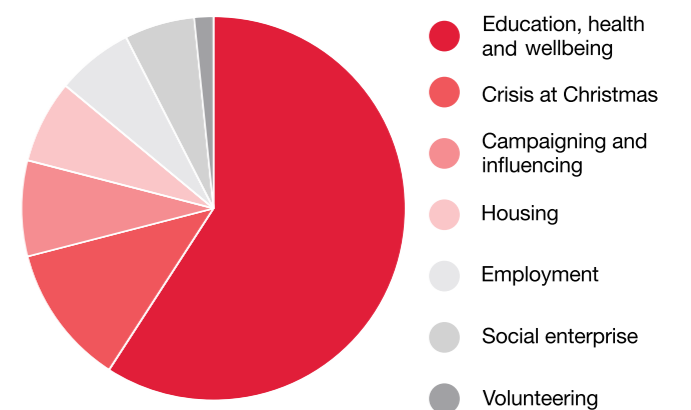
Total expenditure for the year was £30.2 million, an increase of 17 per cent from the previous year. We grew services for homeless people in response to increasing need, including launching new services in Brent (through a merger with Lift), Croydon and South Wales. We continue to invest in fundraising to secure income in subsequent years to support our growth plans.

Total income for the year increased by 15 per cent to £29.5 million. The resultant small deficit for the year has been funded by a transfer from reserves. We anticipate further deficits over the remaining two years of our five-year strategic plan, but expect reserves at June 2018, the end of the plan, to be in line with original projections.

INCOME



EXPENDITURE





THE YEAR AHEAD

Crisis enters a historic period during the coming year as we launch our 50th anniversary in April 2017. In the meantime, we will be marking a number of new beginnings.

We will unveil our Crisis Skylight Croydon building in November, ready to be a focus of expert support and new opportunities for people to rebuild their lives after the devastation of homelessness.

The creation of new £1.4 million facilities in south London is being made possible thanks to the generosity of individual donors, who are responding to our capital appeal. These are challenging times for charity fundraising. But Crisis is confident that, with clear, considerate and informative appeals that show our supporters the impact they will have, we will continue to earn their respect and financial backing.

We will embrace the challenges we face and resolve that homelessness, and indeed Crisis itself, should become a thing of the past.

We will also be making an impact through Crisis Skylight South Wales and through our merger with former local charity Lift to create Crisis Skylight Brent. We aim to reach 11,225 people across the year, a 15 per cent increase on last year.

Crisis will also focus on the quality and impact of these services. The number of people we support

into work will increase by 29 per cent and we will increase the number of one-to-one coaching sessions offered to Crisis clients by 15 per cent.

We plan to pilot a social lettings agency in Coventry next year. This will provide more housing for clients in Coventry and inform the further direction of our engagement in social lettings agencies in other locations.

Learning from the experiences of homeless people is crucial to Crisis. We will develop and embed a strategy that keeps the people who use our services at the heart of the way we work, campaign and recruit staff. Eighteen per cent of the people who work at Crisis have themselves been homeless and we are determined to employ more people who have direct experience.

Crisis has always sought to be the leading source of knowledge on causes, effects and solutions for homelessness. We will launch our 50th anniversary in April with a renewed resolve in this area. A major part of the year of anniversary activities will be to bring all the key players together and establish, once and for all, what it will take to end homelessness for good.

We will continue to improve our approach to fundraising, with our 'Supporter in the Room' policy ensuring we continue to fundraise in a respectful and transparent way.

So thank you to all our donors, volunteers, staff and supporters. Without you, none of this would be possible. Together we will embrace the challenges we face and resolve that homelessness, and indeed Crisis itself, should become a thing of the past.

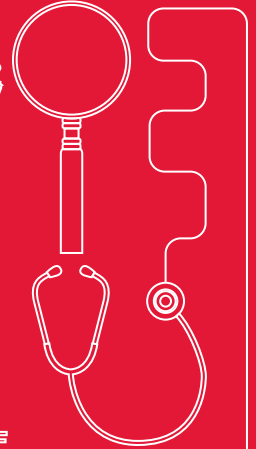
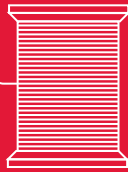
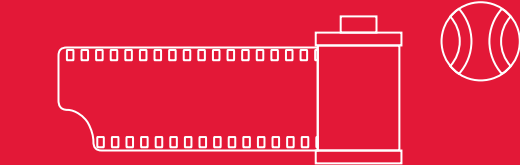
Steve Holliday
Chair of Trustees





Clients attend an employment event at Crisis Skylight London

Photos by Paul Cantrell, Manuel Fernandez, Jamie Gray, Jeff Hubbard, Sam Mellish, Andrew Walmsley and Richard Williams.



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Registered Charity Numbers: E&W1082947, SC040094.