

The journey out of homelessness

Impact Report 2014/15

Improved wellbeing

Housing coaching

Our priorities

Our priorities for 2013-2018 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.

1. Deliver high quality services that enable housing stability, financial security, improved wellbeing and the development of positive relationships
2. Develop and deliver a range of housing solutions
3. Be the leading source of knowledge on causes, effects and solutions for single homelessness
4. Influence opinion and public policy and raise awareness so that homelessness matters to more people
5. Raise funding to support existing activities and growth plans
6. Develop our people, systems and operating methods to ensure that they effectively support Crisis' activities, growth and development

Encouragement

Social interaction



Our values

It is vital that as we grow as an organisation, we ensure that everybody understands what it is that makes us Crisis. So we have defined our values, and will keep them 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.

Crisis is the national charity for single homeless people

We are determined to end homelessness. We help homeless people rebuild their lives through our groundbreaking services and we campaign to end the causes of homelessness.

Homelessness is devastating, leaving people vulnerable and isolated. We believe everyone deserves a place to call home and the chance to live a fulfilled and active life.

Crisis offers housing, health, education and employment services. We work with thousands of homeless people across the UK every year. We are also determined campaigners, working to prevent people from becoming homeless through changing the way society and governments think and act towards homeless people.

A place to
make friends



Watch the impact report films

Some of the people's stories contained here are also captured on film. To watch, go to www.crisis.org.uk/impactreport

Employment coaching

People who listen



Contents

- 6** Foreword
- 8** Health and wellbeing
- 10** Education
- 12** Employment
- 14** Arts
- 16** Housing
- 18** Crisis at Christmas
- 20** Campaigning
- 22** Making Crisis work
- 24** Fundraising
- 26** Finances and our people
- 28** The year ahead

Report photos by David Cotter, Jamie Gray, Jeff Hubbard, Gilbert Johnston, Stephen Lee, Sam Mellish, Mark Pinder, Jon Savage, Jason Skarratt, Jack Spicer Adams, Andrew Walmsley and Richard Williams.

Foreword

We exist to end the homelessness crisis. We'll do it person-by-person and we'll do it by influencing national and local policies to ensure homelessness is prevented, people have the support they need when they need it, and nobody is turned away.

We draw our resolve from the injustice that is homelessness in 21st century Britain. Last year more than 350,000 people from across Britain sought help from their council. Many were simply turned away. The number of people sleeping rough has risen by 55 per cent in England over four years. In Scotland, despite falling homelessness and some of the most progressive homelessness legislation in the world, many single people still don't get the same support as other groups. Too often they are left in unsuitable temporary accommodation, struggling to

make the permanent transition away from homelessness.

At the same time, street outreach, hostels and other frontline services face cuts, leaving people across the UK without the vital support they need.

At Crisis, we have seen the effects. Stretched services have less time to refer people our way. Homeless people themselves are struggling to meet their basic needs – safety, food, shelter.

Without those basics it can be hard for people to feel ready to start a class, gain new skills, or set long-term goals on the road out of homelessness. As a result, we are having to work harder to reach the people who need our support, and it is as important as ever that we are fearless in our campaigning

“My first year with Crisis leaves me in no doubt that we will continue to meet the challenges faced by homeless people and help more people on their journey out of homelessness.”



Empowerment

Computer courses

and say what needs to be said to help homeless people.

In the lead up to the General Election 2015, more than 45,000 people got behind our *No One Turned Away* campaign calling for a review of the help single homeless people in England get under the law when they approach their council. And, following intervention by Crisis, the Supreme Court ruled that a person in desperate need will no longer have to prove that they are more vulnerable than the average street homeless person to qualify for help from their council.

While this landmark victory will improve the help some homeless people receive, many others will still not be judged vulnerable enough to qualify for the vital help they need to move off the streets.

If you're homeless, you're by definition vulnerable.

We will continue to call on the new Government to end the longstanding injustice that leaves so many people in England out in the cold. Meanwhile, our services are growing to help more people facing the immediate dangers of homelessness. We need to open our doors to more

homeless people, wherever they are living or spending their time. We will draw on our knowledge, our research and years of experience of working directly with homeless people to change and deliver a service that works no matter where someone is on their journey. When people have nowhere to turn, we need to fill the void.

And that's exactly what we will be doing at our new Crisis Skylight service in Croydon. Alongside our classes and coaching, we will offer the basics that make it as easy as possible to access our support, for example breakfast clubs, laundry and hot showers. We will invest in the skills required to help homeless people in the most difficult circumstances to have the confidence and motivation to access our services. We will give them tools to help themselves and uphold their dignity as they move on from the devastation of homelessness.

We are also here to help more people than ever to find a place to call home. New Housing Coaches have joined Crisis in Edinburgh, Merseyside, Newcastle, South Yorkshire and Birmingham to offer one-to-one housing

support, and will soon be in all of our Crisis Skylight teams.

This growth in our year-round services is possible thanks to generous support from the public. Meanwhile, a record-breaking number of people donated at Christmas, enabling us to welcome more guests in from the cold over the festive period than ever before.

In my first year as Chief Executive of Crisis, I have been consistently impressed by the creativity and dedication of Crisis' clients, volunteers and staff. I am proud to lead an organisation that is growing and changing its services to work for more people than ever before.

My first year with Crisis leaves me in no doubt that we will continue to meet the challenges faced by homeless people and help more people on their journey out of homelessness.

Jon Sparkes
Chief Executive

Celebration of achievement



Mental health drop-ins

Healthcare check-ups

Feeling part of a community

Health and wellbeing

For Crisis clients, the journey out of homelessness is about more than finding work and a place to live; it's about getting physically and mentally ready to turn their life around.

When homeless people in Newcastle took part in an award-winning project to transform a local allotment, they weren't just growing veg and gaining qualifications, they were rebuilding self-confidence shattered by the turmoil of homelessness.

Whether by taking to the stage at Sheffield's Crucible Theatre, attending our summer ballroom dancing classes in

London, or taking part in our annual football tournament in Coventry, homeless people across the UK regained a sense of purpose and belief in themselves through Crisis' classes and social activities.

Homelessness can have a devastating impact on a person's health and wellbeing. The average age of death for a homeless person is just 47 – and poor health can be a major barrier to prevent someone leaving homelessness behind for good. One client reflected how getting help with his sight helped him achieve his goals: "Crisis even helped me get new glasses! During one of the

classes, I was looking at the board and I could barely see. My support worker noticed and she referred me to the optician here at Crisis."

Crisis helped hundreds of others register with GPs or access mental health coaching.

After initially coming to Crisis for CV advice, another client soon started getting one-to-one support with her mental health. "I never thought in my life it would take me to where I am," she said. "At first, if you would have just flicked me I would have disappeared. And I wanted to disappear. But not anymore."

OUR TARGETS	2014/15 target	2014/15 result	2015/16 target
People supported to improve their mental health	510	628	701
Healthcare consultations delivered at Crisis at Christmas	800	745	2,000

Dance classes

Renewed confidence

Ongoing support

628

The number of people supported to improve their mental health

Film club

Healthy eating classes

Registering with a GP

A safe space



“ I’ve lost possessions, but I’ve gained friends and having something to do. ”

Mark, Oxford

I spent my adult life living with my mum. I had hobbies, but no human contact. Then my mum passed away.

I thought I was alright but I suppose I was just going through the motions. I wasn't having a good time at work, so I left. I started to cash in my saving plans, eventually we sold mum's house. I bought a caravan to live in and I was applying for jobs, but I had such a long work gap. In the end, I lost it all.

For 11 months I disappeared. My first night, I spent in a field. I took some bedding with me but it was the coldest snap ever. Then I was under the arches outside a car park.

It was 20 December – the day that I walked into Crisis. I didn't want another cold, damp winter. I started talking to Chris. It was non-judgemental help and advice. He alerted the outreach team who referred me into the hostel system.

I came to a few sessions – watching films and things to help me start feeling better. Then I started the classes. I've learnt computers from scratch. The classes help structure your time. You build up things you used to do – like going to places regularly.

Crisis has been helping me with my mental health too. I thought I'd need to have a complete breakdown to justify all this help. If I hadn't come to Crisis, by now I would have probably been taken ill or in hospital.

Without Crisis I would still be lonely. Everything happened for a reason. I've lost possessions, but I've gained friends and having something to do.

Developing a routine

New glasses

“I needed somebody to start trusting me. And that’s what Crisis gave me.”

Gayle, Birmingham

Throughout my life, I’ve moved all over the place. I was living in shared accommodation, but the property fell into disrepair so the landlord closed it. I had to fight my way into the hostel.

Living in a hostel is hard. When you’ve not got your own place, you’re always thinking about where you’re going to end up. You need a base to start planning for the future.

I used to see Crisis at the hostel and I started talking to Donna about what I want in life. You see, I used to have addictions. But when I got out of detox, I found a new lease of life. The experience spurred me on to work in drug and alcohol recovery. I get a sense of purpose from helping people who’ve faced similar situations to me. I explained my ambitions to Donna, but that I needed skills and a bit more confidence.

I needed somebody to start trusting me. And that’s what Crisis gave me.

I started to get new qualifications – Health & Safety, Managing Conflict, Emergency First Aid. Any training opportunity I get through Crisis, I grab with both hands. It made me feel great. I was buzzing the whole day when I got my certificates. And Donna helped me sign up as a volunteer classroom assistant. I hope all this will help me towards one day studying Health and Social Care at college.

The people at Crisis, they’re like my little saviours. They’re even helping me with getting my own home. So much has changed in a year. I’m the most confident I’ve been in my life, ever. Onwards and upwards I say!



Sense of achievement

New qualifications

Tiling classes

Home budgeting classes

Reading and Maths

IT skills classes

Moving to further education

Smart Skills classes

English classes (ESOL)

Education

Crisis’ classes and courses engage, inspire and educate homeless people, helping build a new routine to break the chaos and isolation of homelessness.

The classroom setting can give clients direction, boosting their self-confidence and helping them to believe in a brighter future. For many of our clients, Crisis’ end of term celebration events will mark the first time in their life that they have received a certificate of learning achievement.

Crisis’ activities can also help people learn how to cope better with everyday life and re-engage with society.

Our World Book Night celebration in Birmingham

was a chance to celebrate the strides that people in the city had taken towards boosting their literacy skills. Meanwhile, our award-winning Cookery on a Budget class in Edinburgh taught clients how to manage their own health, and the health of their finances.

Ahead of the General Election, Crisis voter registration sessions the length of the country didn’t just help homeless people learn more about the political process, they also helped them feel invested in society and have their say.

As well as giving our clients a chance to re-engage with the world, Crisis’ education services help people take the first steps back towards work and financial stability.

While some of our homeless clients came together socially to create their own stop motion animation project at Crisis’ new training workshop in Merseyside, many others used the space to gain practical skills towards a new vocation at Crisis’ Tiling, Woodwork and Plumbing sessions.

As referred to in the Foreword, cuts to street outreach, hostels and other frontline services have led to fewer people being referred to Crisis and has significantly affected the number of people benefitting from our education and other services. Work is underway to address this issue and to ensure that we reach as many homeless people as possible.

OUR TARGETS

	2014/15 target	2014/15 result	2015/16 target
People who participated in a Crisis learning activity	7,684	6,276	6,775
People who gained a certificate or qualification	1,935	1,307	1,554
Total certificates/qualifications awarded	3,150	2,779	2,933
People who participated in an external training course	706	604	722

6,276

The number of people who participated in a Crisis learning activity



Changing Lives Grant

Words for work classes

Employment

Lack of work is a cause and consequence of homelessness. But 97 per cent of homeless people say they want a job.

Crisis' first ever national Employment Fortnight saw hundreds of homeless people across the country showcase their skills to local and national employers, including recruitment agencies and leading organisations from the construction, catering and hospitality industries.

"I want to work, because I want to pay rent, I have to pay rent,"

one client reflected. "These are new worries that I'm happy to take on because that's life. I want to be a productive citizen."

Crisis' training cafés have had a complete makeover. The newly branded cafés continue to help homeless people gain jobs in hospitality and other industries.

Meanwhile, we awarded 248 Changing Lives Grants to help clients start work, establish their own business or access external training and courses. From setting up as hat makers and gardeners

to providing the fees to gain qualifications and tools for work in the construction trade, Crisis' grants can provide that vital boost to help homeless people on the road towards financial independence.

Everyone we meet will need different support to help them find work. Crisis' one-to-one job coaching service provides tailored support with job searching, CV writing and mock interviews to help people on their own route out of homelessness and towards a sustainable job or career.

One-to-one job coaching

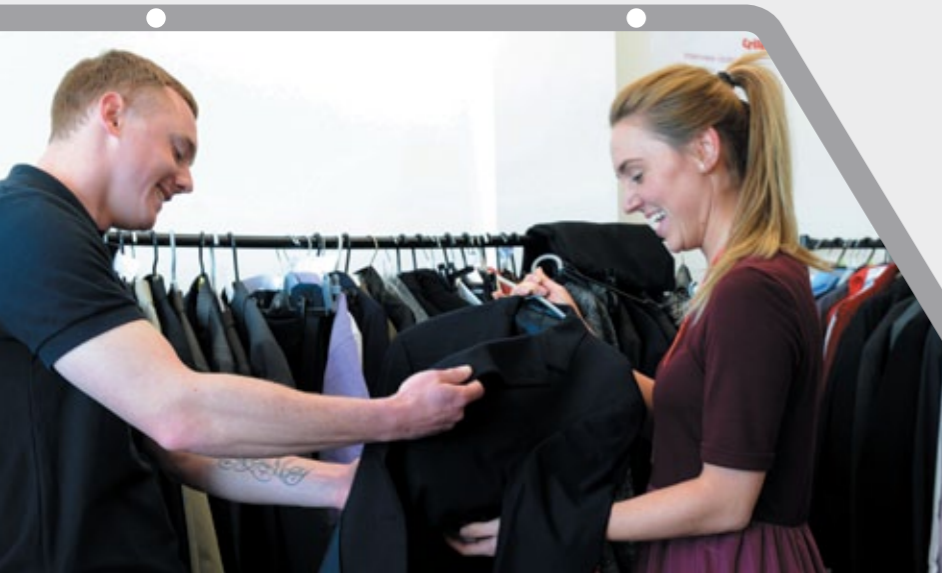
Training

OUR TARGETS

	2014/15 target	2014/15 result	2015/16 target
People supported into work	612	672	750
People supported by a progression coach	1,568	1,586	1,945

Interview practice

Smart new work clothes



672

The number of people supported into work

CV workshop

Job opportunities

Work experience

“From where I was to where I am now, I feel like a millionaire.”

Ian, Newcastle

When I was 10, I walked out from my mum. I remember taking the black bag and walking two or three miles to live with nana. She was ill a lot. I'd wake up at two or three in the morning to hear her crying her eyes out. I think the issues with my mental health started then. I moved out at 18, moved around a lot. Eventually, I went to take care of my dad who'd had a stroke. I left my job, house, everything. When I came back I'd lost it all.

My friend had a sofa bed where I slept. I couldn't have asked for a better mate, but the whole scenario was horrendous. I couldn't see a way out. I was using cannabis. I had no belongings, no home and I was experiencing depression.

I needed to stop that process and get some positivity. And that's what happened with Crisis. The whole cycle was broken. Within two weeks I was training in the kitchens at Café from Crisis, doing what I love.

I was volunteering and doing Cookery classes – that gave me a direction. I was even a kitchen leader at Crisis at Christmas. After my shift, I thought about nana – that would have made her proper proud.

All that support helped me start to feel ready to work again. When Crisis put me in touch with a big retail company, I got myself a job. I've also got a flat and I'm looking to get a grant to go to teaching college. I've gone from having absolutely nothing to having everything. From where I was to where I am now, I feel like a millionaire.





“It’s light and dark – where I am now compared to where I was.”

Peter, South Yorkshire

I had a really bad childhood. I left school with no qualifications and joined the army. I was trying to escape, prove I was strong. But people soon figure out you’re not and I was bullied. I went through a long period of depression and my marriage broke down. I found myself moving from one place to the next.

I never considered myself to be homeless. I was trying to put on a brave face but I ended up having a massive breakdown and in hospital.

It was after I was discharged that I met Kellie from Crisis and joined her Drama group.

There’s always been a panic deep inside me when having to stand up and speak. But the coaching from Kellie helped me analyse my demons and shut the critical voices up. I wrote a piece called ‘The Peace Gardens’, about my experience of depression. When I performed that at one of Crisis’ events, it was a massive buzz!

Kellie suggested I audition for a part in a production by Sheffield People’s Theatre. I thought there’s no way they’d want me. Afterwards, I got the email inviting me to join the cast. I was on cloud nine! It was like a dream, going from not really knowing anybody to standing with my new friends, waiting to go on the Crucible Theatre stage.

Crisis has been like having family that you can phone if you’re in dire straits. When I had problems with my neighbour, I started convincing myself I’d end up homeless again. Ryan from Crisis helped me resolve the whole situation. It was a huge relief.

Now, I’ve got a new job working on a mental health ward. It’s light and dark – where I am now compared to where I was.

Creative writing

Painting classes

Self-expression

Arts

For someone facing the turmoil of homelessness, the creative arts can provide respite, a chance to recover and a calm environment to begin building new social relationships. The arts can also provide a crucial step towards Crisis’ other education services, qualifications and a new life.

Everyone’s journey out of homelessness is different – that’s the story that members of Crisis’ Art classes in Oxford told through their *Making Tracks* exhibition.

One of the artists explained: “For me, being at Crisis is about making a journey on so many levels. And I have found new ways of making a journey through art.”

In South Yorkshire, young homeless people teamed up with artist Philip Padfield to design and create a piece of urban wall art. The experience enabled them to get together socially and put their own stamp on the hostel where they live.

Crisis’ Music and Drama classes foster an inspiring environment that helps people whose confidence has hit its lowest ebb to express themselves and perform in front of others.

For some, the arts can form the basis of a new career, and clients have had insights from the peak of the creative industries when musicians Emeli Sandé and Ed Sheeran

and actor Ashley Walters visited Crisis’ services.

In Edinburgh, homeless people from across Crisis’ Performance, Writing, Music, Photography and Film Making classes got a sense of achievement from working together to create their own multimedia production *Home*. One member of the group, which went on to win the ‘Learner Voice’ category in the 2015 Adult Learning Impact Awards, described taking part in the project as “the most confidence-building period of my life.”

Inspiring work spaces

Screenprinting classes

Music production classes

Photography classes

Shakespeare classes



Housing coaching

Housing

Budgeting advice

Everyone has a right to a home; and a safe and stable home provides a foundation to break the cycle of homelessness for good. But single homeless people too often remain last in line for help. Renting privately is increasingly their only option.

As cuts to benefits bite and rising rents put more properties out of reach, we are here to help more homeless people navigate the path towards a new home. We have created new Housing Coach roles in all of Crisis' services across the UK, greatly extending our existing housing offer. Supported by Crisis' Renting Ready training, our coaches help homeless people prepare themselves for the day-to-day responsibilities of

renting, and support them to find and sustain a tenancy.

As well as helping our own clients to find somewhere to live, Crisis enables other local housing schemes to help homeless people into a secure home.

Following the success of the Crisis Private Rented Sector Access Programme, UK Government funding enabled us to support and fund 42 local housing schemes in England. Of the 1,405 tenancies created through these schemes last year, 89 per cent were sustained for more than six months.

With Scottish Government funding, Crisis supported 30

schemes to create tenancies for homeless people. UK Government funding for our Sharing Solutions programme – which helps homeless people find a shared home and cope with living there – has come to an end. But, with the prospect of further cuts to housing benefit, sharing remains the only option for many homeless people. That's why we have invested our own resources to continue to fund seven schemes in England to help homeless people find shared tenancies that work. This work has led to the launch of Crisis' Sharing Solutions Toolkit – a best-practice guide to help other organisations working with homeless people moving into shared accommodation.

Renting Ready training

Flat search

Advice for landlords

OUR TARGETS

	2014/15 target	2014/15 result	2015/16 target
People helped to improve and sustain housing	453	443	756
Tenancies created through funding and supporting private renting access schemes	1,372	1,405	1,065
Projects supported to create and sustain private tenancies	51	49	54

443

The number of people helped to improve and sustain housing

Rental deposit

Support for sharers

“When I got my keys – oh I can't explain it – I just felt joy.”

David, Oxford

I was working in a farm shop – living on the farm. I loved it! But then they sold up. The job went, and the accommodation went with it. Everything just went so quickly.

My sister helped me get a job in a hotel working as a waiter but it was horrendous. I was abused by the staff and customers. One day I'd had enough, so I walked out. I wanted to end it. I knew something was wrong then.

My sister said I could stay on her sofa until I found another job. I felt lost. That was the lowest I've been – bogged down, constantly crying. I tried to go to the council about my housing, but they said “no chance”. My doctor gave evidence about my mental health issues and my heart, but it wasn't enough.

When I came to Crisis, I started with the English class. Then I got into volunteering. I got help with my mental health too, to go through what had happened and how I'm coping. The good thing is Crisis looks at us as people – only as people.

Then I met the Housing Coach, Alice. I did the Renting Ready course so I knew where I stood, what I could get, what I was entitled to. I started searching with Alice for places. Within about a month, I got somewhere. When I got my keys – oh I can't explain it – I just felt joy.

I've never stayed in one place for long – never really had a home. Having four walls and a roof over my head – I feel 100 per cent better now. Home is what you make it.

Sustained tenancy



Referral to
Crisis Skylight

Hot food

Podiatrist

Crisis at Christmas

Housing advice

Thanks to generous donations, Crisis was able to offer warmth, companionship and vital services for more homeless people than ever before at Christmas.

Nurses, podiatrists, chefs, hairdressers and dentistry professionals were among the 9,983 volunteers who donated their time to make Christmas special for our guests. By taking advantage of services they might struggle to access for the rest of the year, our guests were able to feel healthier and more able to make the journey out of homelessness.

And when they were ready to take the first steps, 119 volunteers who have accessed Crisis' year-round

support were on hand to share their experience and help people move into our services in the new year.

One guest reflected on the boost he got from speaking to a formerly homeless volunteer. "People who are homeless like me, we keep getting back up," he said. "We're still persevering with the whole thing. I actually met someone who's volunteering who used to be homeless. The experience has told me that there are services I can use. I can go to Crisis – it doesn't stop here."

Following our first Crisis at Christmas in Edinburgh in 2013, we opened our doors for longer, welcoming more than 280 homeless people in from

the cold on Christmas Day and Boxing Day. In Newcastle, more than 240 guests enjoyed two days of festive entertainment and vital services including a delicious Christmas dinner. Many thousands more enjoyed the festivities at our 10 Christmas centres in London.

Across all our Christmas centres everyone we meet is different and everyone has different reasons for becoming homeless. We helped hundreds of people take practical steps to address their own circumstances and work towards a brighter future through our advice services on a range of issues including benefits and housing.

OUR TARGETS

	2014/15 target	2014/15 result	2015/16 target
Crisis at Christmas guests provided with shelter, support or services	4,200	4,311	4,400
Clients involved as volunteers	120	119	109

4,311

The number of Crisis at Christmas guests provided with shelter, support or services

Companionship

A warm bed



“Crisis at Christmas has been a lifeline... Without it, I must admit, I'd be lost.”

Carlos, London

I was a swimming teacher. But I lost my job at the height of the recession. Getting work was impossible. To be out of work for three years – applying for five, six jobs on a daily basis – it's difficult. In the end, I was evicted for rent arrears.

Getting kicked out two weeks before Christmas was a total shock. I had a quilt cover and a pillow. It was cold. It's just horrible not being able to wash or feel healthy in yourself. I borrowed a motorbike cover off a friend, but when it rained hard I had to leave all my stuff because it was soaked and it smelt. You feel conscious of yourself – the way you look, the way your clothes are.

Crisis at Christmas has been a lifeline. For someone who's just recently become homeless – without it, I must admit, I'd be lost. Since I got here, I've been playing bingo, been doing a lot of art, me and a couple of friends did some of performances, played football. I even had my very first manicure!

The volunteers are always there for a chat, which is really important. It shows you that there are people that will help you, given the chance. And the aftercare on offer is great.

I feel a little bit brighter.

By next Christmas, I may not have my own place, but a place – even if it's just a room. Somewhere where my son can come and have fun with his dad. I want to have work, no matter what work it is. Hopefully next year I'm not coming here as a guest, I'm coming here as a volunteer.



Dentist

Health check

Warm welcome

Meeting MPs

Communities Minister
Stephen Williams speaking at
the Crisis Conference 2015

Campaigning

Groundbreaking research

No one should be forced to sleep rough. But Crisis' *Turned Away* research presented shocking evidence of how single homeless people in England are routinely turned away by local councils when they ask for help with their housing.

Following intervention from Crisis and Shelter, the Supreme Court ruled that some of the most vulnerable people, who would not previously have qualified for help from their council, now will. But still many will be turned away – cold, desperate and forgotten. Crisis will campaign for a change in the law until all homeless people can get the help they need.

Homeless people and those on the brink remain onlookers to the economic recovery.

Year four of our *Homelessness Monitor* research revealed that the combined impact of the housing crisis and welfare cuts have left growing numbers struggling to keep their home in England. Meanwhile, a report for Crisis presented evidence of a flawed and punitive sanctions regime with devastating consequences for homelessness.

We have worked closely with other leading charities to campaign against welfare cuts and have protected vital funds for vulnerable people. We have also collaborated with other organisations to challenge negative stereotypes of people receiving benefits as part of the *Who Benefits?* campaign.

Crisis is better placed than ever to campaign on local and national issues. With Scotland

likely to get more devolved powers, we have grown our policy voice in Edinburgh. Meanwhile, in Oxford and Merseyside, our local campaigning has taken root. The Oxford group were part of a successful local campaign to oppose council plans to criminalise some people sleeping rough in the city.

Part of the solution to homelessness lies in building more genuinely affordable homes. As a key partner in the *Homes for Britain* coalition, we helped to ensure that the voice of those at the very sharp end of Britain's housing crisis was heard in calls for a long-term solution.

OUR TARGETS	2014/15 target	2014/15 result	2015/16 target
Statements from politicians committing to tackle homelessness	5	7	10
Number of actions taken/campaigners	20,000/9,000	63,510/ 35,331	65,000/ 40,000
Website visitors	1.3mil	1.1mil	1.3mil
Advertising value of media coverage achieved	£7mil	£8.7mil	£10.0mil

63,510

The number of actions taken by our campaigners

Petition of 45,000

No One Turned Away



“I should have been given help when I needed it, but I wasn't. And my story isn't that unusual.”

Mateasa, London

Of the 45,000 people who have backed our *No One Turned Away* campaign this year, some like Mateasa have been through homelessness themselves.

“In 2013 I found myself homeless. I broke up with a threatening partner and had nowhere else to go. I stayed with friends and started a new job, but my boss disappeared without paying me. I realised I was going to have to sleep rough.

“Being young and single means you're less likely to get help. I went to my council, but they asked me what I'd done to get myself kicked out and offered me nothing. It was only through charities that I was able to find a place to live.

“I should have been given help when I needed it, but I wasn't. And my story isn't that unusual. If the Government doesn't change the way the system works then things aren't going to get better. That's why I wanted to campaign.”

Mateasa first worked with Crisis on our *Turned Away* research, going undercover to investigate the help councils offer to single homeless people.

Later, after the launch of the campaign, Mateasa worked with Crisis and an independent filmmaker to re-create the investigation for a BBC film, 'Young, single and homeless'. With Mateasa narrating and presenting, the film aired on BBC 2 and BBC Online in the run-up to the general election, taking the campaign into living rooms across the country.

Finally, in a major coup for the campaign, Mateasa appeared on Radio 1 for a young persons' Q and A with David Cameron, when she asked the Prime Minister what his Government would do to stop homeless people being turned away from help.

Wide media coverage

Working with partners

Making Crisis work

Crisis' staff, volunteers, clients, donors and fundraisers share a common purpose – to end homelessness. As Crisis grows, we are building new systems to help us work better together to that end.

of new service directors in Newcastle and London. We are determined to build on this and work towards putting the lived experience of homelessness and homeless people at the heart of all we do.

To be more effective in helping our clients move out of homelessness, we need to know where they are on their journey. So our new Outcome Framework breaks down people's progress – into health and wellbeing, financial security, housing stability and positive relationships – to let us give the right support exactly where it is needed.

In a changing environment, homeless people face new pressures in their day-to-day lives. It is as important as ever that our clients' experiences are central to the way we work. That's why we have invested in a new client involvement role, dedicated to ensuring that our clients' views are felt throughout our services. Our clients are also increasingly involved in recruiting Crisis staff and this year joined panels responsible for the appointment

Homeless people don't just have a say in how our services operate, they also have a hand in delivering them. From teaching classes to providing administrative support or offering companionship and advice at Crisis at Christmas, more than 500 clients volunteered with Crisis last year. And 18 per cent of Crisis staff, including people who once accessed our services, have experienced homelessness themselves.

This year Crisis' services were boosted with the support of more than 10,200 members of the public who donated their time to volunteer with Crisis. Without their commitment, energy and skills, we would simply not be able to help so many people on their journey out of homelessness.

OUR TARGETS	2014/15 target	2014/15 result	2015/16 target
Volunteers recruited to help Crisis across the year	9,000	10,218	10,798
Clients volunteering	541	526	530

526
The number of clients volunteering with Crisis

Common purpose

New Outcome Framework



Client meetings

Clients participating in recruitment

Services shaped by homeless people

“Crisis was something to get up for... I suddenly had a purpose.”

Kevin, Edinburgh

I'd been working as a carer for 20 years when I had an accident. I went over on my ankle and pulled my hip out of joint. And that was it. I lost my job and, through that, I lost my flat. Then I lost my girlfriend. I lost absolutely everything.

I ended up in a shop doorway. It was freezing, it was snowing and I was absolutely terrified. I couldn't sleep and my hands were going blue.

Then I came to Crisis and I started to take part in Music classes and getting qualifications in IT and Communications. Crisis was something to get up for and look forward to. I suddenly had a purpose.

The classes led me to volunteering in the office at Crisis Skylight Edinburgh, which in turn is enhancing my new skills.

At the moment I volunteer on the Crisis Skylight Edinburgh newsletter, using the skills I've learnt with Crisis. I also chair our client meetings, which are a great forum where we can get together and say what we want from Crisis' services. I also volunteered at Christmas. It was brilliant! I just wanted to be there with the people and make their life a little bit different – show them the effect that Crisis has had on my life. It was my way of giving back for the effort that Crisis has put into me.

Now I'm going to go on to external volunteering. I've got my own home again and I'm hoping to start college. The volunteering I've done helps me focus on achieving my goals. The whole experience changed my life completely.



Crisis Square Mile Run training



Fundraising

Client fundraising

Crisis is privileged to receive a large proportion of its income from members of the public who feel moved to help us end homelessness. This protects our independence and allows us to be agile in the way we deliver our services where people need them most.

No one should experience the devastation of homelessness. This year thousands of individual fundraisers stood firmly behind that conviction. Nearly 2,000 people laced up their running shoes for the Crisis Square Mile Run, dozens of people braved a zipwire over the River Tyne, and many others jumped into an ice-cold lido at the Crisis Midwinter Swim. Crisis supports fundraisers from all walks of life to raise money in a way that works for them. Our first ever Fundraising Manager in Scotland extends

that reach further across the UK.

Individual donations remain as important as ever for Crisis. More people donated more money than ever before to reserve a place for someone who's homeless at Crisis at Christmas, including five-year-old Freddie from Waltham Abbey, who sold his drawings to raise a remarkable £1,680 to support our guests.

Crisis Christmas Party 2014 went from strength to strength, and was fronted by comedian Jo Brand, with fellow Crisis supporter Hairy Biker Si King also joining the festivities when he cooked Christmas dinner with all the trimmings at Café from Crisis in Newcastle.

Meanwhile, we continue to benefit from businesses, trusts

and foundations investing in our work, allowing Crisis to deliver a greater breadth and depth of services to help more people leave homelessness behind for good.

There has been public concern expressed about some fundraising approaches and techniques that charities use. As a charity that relies on the generosity of the public we have to ask people to donate, and we are committed to the highest levels of professionalism and courtesy when we do this.

Our supporters are at the heart of everything we do, and we strive to achieve the very best levels of supporter care, ensuring that our supporters can be proud of all that we do.



Crisis Christmas Parties

“After the run, I felt more comfortable, more fresh, more alive within myself.”

Clients run for Crisis

This year, 37 people who have used Crisis' services across the UK travelled to London for one of our flagship annual fundraising events – the Crisis Square Mile Run. Together they raised an incredible £1,756.34 for Crisis.

In Merseyside, training for the run was integrated into Crisis' programme of wellbeing services. Sarah, who organised the team, said: “We trained every Thursday in Everton Park – jogging, circuit training, sprints, hills and stair training and meditation and yoga in the park. We were able to explore themes from our wellbeing sessions and translate these into our training.”

JP, who ran in the Merseyside team, said, “I wanted to challenge myself. I used to do cross-country running, I just wanted to see if I still had the edge. After the run, I felt more comfortable, more fresh, more alive within myself.”

As well as working on their physical and mental health and wellbeing, many of the clients from across the UK who took part in the Crisis Square Mile Run also got fully involved in all aspects of fundraising – from setting up online giving pages, to organising events to boost their fundraising totals.

Charlotte, who organised Crisis' Square Mile Run team in Coventry, said: “The Square Mile Run, and the preparation, and fundraising has become an incredibly important part of our year. Clients talk about it positively, and the impact it has on them is obvious.”

After helping to organise a fundraising bake sale contributing to the Coventry team's £1,000 fundraising total, team member Malindie said: “I really enjoyed the day and was pleased to be with other clients. It was nice to be able to give back to Crisis, and a great experience all round.”



Donations

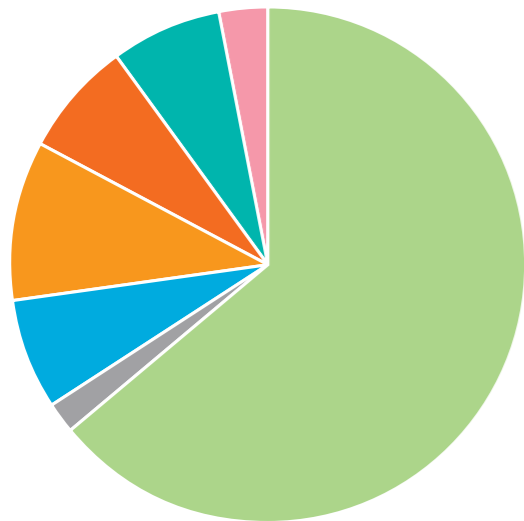
Social enterprise

Finances

Total expenditure for the year was £25.9 million, an increase of 15 per cent from the previous year. This reflected the growth in services for homeless people and an ongoing increase in fundraising expenditure, primarily to secure income in subsequent years to support our ambitious plans to continue growing services for homeless people.

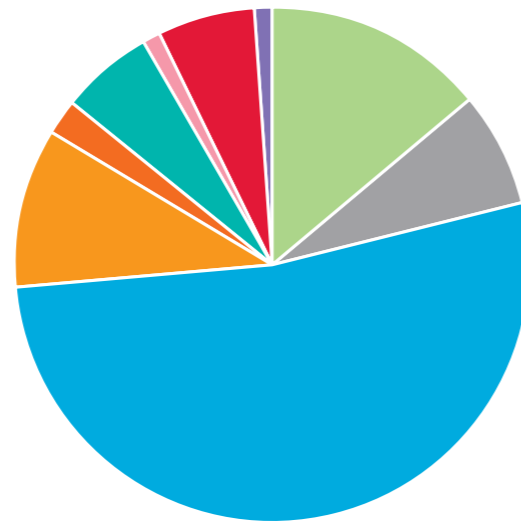
Total income for the year increased by 10 per cent to £25.8 million. The resultant small deficit for the year has been funded by a transfer from reserves. We anticipate further deficits over the next two years as we continue to grow services in accordance with our five year plan.

INCOME



■ Individuals, donations and legacies	£16.6m
■ Events	£0.6m
■ Gifts in kind and donated services and facilities	£1.8m
■ Corporate donations	£2.5m
■ Grants	£1.7m
■ Trusts and community donations	£1.8m
■ Other income	£0.8m

CHARITABLE EXPENDITURE



■ Christmas	£2.3m
■ Campaigning and influencing	£1.2m
■ Education, health and wellbeing	£8.8m
■ Housing	£1.7m
■ New developments	£0.3m
■ Employment	£1.0m
■ Volunteering	£0.2m
■ Social Enterprise	£1.0m
■ Changing Lives	£0.1m

Housing

Changing Lives Grant

Our people

PATRON

HRH Princess Alexandra, the Hon Lady Ogilvy, KG, GCVO

VICE PRESIDENTS

- Lord Alton of Liverpool
- The Most Rev. and the Rt Hon. Justin Welby, the Lord Archbishop of Canterbury
- The Most Rev. Vincent Nichols, Archbishop of Westminster
- David Gilmour CBE

CHAIR OF TRUSTEES

Steven Holliday

TRUSTEES

- Terrie Alafat CBE
- Harish Bhayani
- Tim Child
- Caroline Davey
- Emma Foulds
- Jane Furniss CBE
- Nicholas Hilliard QC
- Richard Murley
- Andrew Newell
- Peter Redfern
- Jason Warriner

COMPANY SECRETARY

Keith Felton, Director of Corporate Services

SENIOR MANAGEMENT TEAM

- Jon Sparkes, Chief Executive
- Matthew Downie, Director of Policy & External Affairs
- Sarah Farquhar, Business Development Director
- Keith Felton, Director of Corporate Services
- Rebecca Pritchard, Director of Operations
- Ed Tait, Director of Fundraising
- Micky Walsh, Director of Client Services

Financial
independence

The year ahead

The journey out of homelessness is long and hard.

Over the coming year, Crisis will out of necessity grow to help more people find their own way home.

Our new service centre will open in Croydon and we will continue to develop a new Crisis Skylight service for homeless people in the Swansea city and sub-region, with a view to delivering services in the south of Wales from 2016. Through our new partnership with the Shekinah Mission, we will support homeless people in Devon to gain employment on their journey out of homelessness.

We will also welcome more homeless people in from the cold over the festive season, including in the Midlands, where Crisis at Christmas will open its doors for the first time.

Over the next year, as many as 10,000 people will access our year-round Crisis Skylight

services across the UK, more than 4,000 will enjoy warmth and comfort at Crisis at Christmas, and more than 1,000 tenancies will be created through projects funded and supported through our private rented sector access schemes. We will help more homeless people than ever to turn their lives around.

As the housing crisis leaves the vast majority of homes out of reach for the poorest in our society, Crisis' own housing services will grow. Housing advice and support will be central to, rather than a culmination of, our work with homeless people.

This growth is only possible thanks to the generous support of thousands of members of the public. We will continue to work with others who, like us, think homelessness is simply wrong. Together, we will reach our ambitious aim of offering services to many thousands more homeless people over the coming years.

With the new UK Government in place and further elections on the horizon in Scotland, Wales and London, our campaigning voice is as important as ever. New policies will come into effect governing who is entitled to the support of benefits. We will raise our voice to ensure that those who are homeless or in danger of losing their home can get support that they need, when they need it, to help them get back on their feet and regain financial independence.

Be it through our work with homeless people, or our campaigns to change the way society thinks and acts towards homeless people – we will help more people make the journey home.



Steve Holliday
Chair

“We will raise our voice to ensure that those who are homeless or in danger of losing their home can get support that they need, when they need it.”





Crisis head office:
 66 Commercial Street
 London E1 6LT
 Tel 0300 636 1967

Registered Charity Numbers: E&W1082947, SC040094.

Homelessness ends here

