

2,500
guests at Crisis
At Christmas

1,926
people took part
in a learning activity

730
people advised on
housing and benefits

272
people
helped into
accommodation

879
educational
certificates
awarded

444
people progressed
to further education

295
people supported
into work

Making an impact
2009/10

Crisis

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About Crisis

Crisis is the national charity for single homeless people. We are dedicated to ending homelessness by delivering life-changing services and campaigning for change.

Our innovative education, employment, housing and well-being services address individual needs and help homeless people to transform their lives. We measure our success and can demonstrate tangible results and value for money.

We are determined campaigners, working to prevent people from becoming homeless and advocating solutions informed by research and our direct experience.

We have ambitious plans for the future and are committed to help more people in more places across the UK. We know we won't end homelessness overnight or on our own. But we take a lead, collaborate with others and together make change happen.

Our five-year strategic plan goals

To do more for more homeless people in more places across the UK

To transform the lives of individuals permanently through education, employment, housing, health and well-being

To influence the external agenda so homelessness is eliminated and homeless people are integrated into communities

Highlights of the year



October



November



December

July

An evaluation showed that Crisis' 10,000 volunteers contribute 266,860 hours of their time, estimated to be worth over £3.7 million.

September

Crisis won a Third Sector Excellence Award for partnership development to deliver the Skills for Jobs contract to help homeless people prepare for and move into work.

October

Crisis launches its Urban Investors share prospectus estimating the impact of our work in terms of savings to the public purse. The Crisis Changing Lives Champions Awards were held with Barclays CEO John Varley, Shadow Secretary of State Caroline Spelman MIP and ITN economics editor Daisy McAndrew celebrating clients' achievements in education, employment and business.

November

Crisis launched a new directory of volunteering opportunities across the homelessness sector with Mayor of London Boris Johnson, joined by volunteers and representatives from many different homelessness organisations.

December

Crisis At Christmas centres opened across London delivering services for over 2,500 homeless people over eight days. 120 guests were also welcomed to Crisis Skylight Newcastle. Crisis held its annual carol services with Skylight members singing, performing and reading.

January

Phileas Fogg sponsored an art exhibition in Crisis Skylight Newcastle showcasing the talents of members in print, drawing, painting, collage and photography to the art and corporate sector.



March



May

February

Crisis enters a strategic alliance with St Mungo's with the objective of together providing greater impact in campaigning and service delivery.

March

A Positive View photography exhibition is seen by over 14,000 visitors at Somerset House in London, including pictures by clients of Crisis' own services and the diptych produced of Prince William and Crisis client, Jeff Hubbard.

April

Off the Streets and into Work (OSW) completes its formal merger with Crisis. Crisis and partners achieve campaign success by securing the passage of the Mortgage Repossessions (Tenant Protection) Act (2009) which guarantees private tenants time to find alternative accommodation if their landlord is repossessed.



June

May

Members of Crisis Skylight London are part of the Silver medal winning 'Places of Change' garden at the Chelsea Flower Show in partnership with the Eden Project and other homelessness organisations.

June

Crisis Skylight London members exhibited paintings at the Tate Modern, with one of the artists getting his work chosen to be exhibited in Italy. 18th Crisis Square Mile Run successfully held, incorporating a new event, the Crisis Square Mile Relay.

Chairman's and chief executive's statement and annual review

This report covers the second year of our five-year strategy and coincides with a turbulent world and home economy and a changing political landscape. We could conclude from a cool hard look at the external environment that things do not look good either for homeless people or for our organisation. But, perhaps against expectations and against the experience of many in the voluntary sector, this report tells a different story. We have made big strides in our objective to reach more people in more places across the UK.

We go into the new financial year with new services in Birmingham, a significantly enhanced employment service in London and with advanced plans for bringing Crisis Skylight services to Edinburgh. At the same time the plans to develop a new Crisis Skylight in Oxford have been approved and the process of transforming the Old Fire Station in Oxford to a vibrant place of change is underway.

Our service delivery in London and Newcastle has expanded to include a greater emphasis on employment as part of the progression route from engagement through education and skills development. The expansion of our employment team in London has been enhanced following the merger with Off the Streets and into Work (OSW).

This merger took place in the spring, with OSW's business being formally transferred to Crisis on 1 April. Although it would be a mistake to judge the success of a merger so soon after it has happened, it has enabled us to add an individual coaching service to training delivered through workshops and in small group settings. We now have a team of people who are able to support homeless people from a range of different backgrounds including women, ex-offenders, migrants from Eastern Europe, ex-service personnel and those with mental health problems. This gives us a formidable offering in supporting people into work. OSW also has a successful history of gaining public sector contracts and this will be critical in an environment of reduced public sector expenditure.

Another highlight of the year was A Positive View, an exhibition and auction of works by leading photographers. Raising funds was just one part of this project. It gave some of our clients a chance to exhibit their photographs alongside world-renowned artists and to be seen by thousands of members of the general public. We were able to demonstrate the central importance to Crisis of giving people the opportunity to fulfil their potential. We are immensely grateful to HRH Prince William for his personal support of this project.

Crisis has been developing solutions for housing homeless people over the years. Given that they are not a priority for social housing one of those solutions is to find ways of supporting people into the private rented sector (PRS). This year, with the support of the Department of Communities and Local Government

we have enhanced our national advisory service to local authorities in England, helping them develop PRS access schemes of their own, to add to the service we provide in Scotland. Having a roof is of course a necessity but our Smart Skills project showed the value of layering an education programme onto a new tenancy. We are building on this with new services in Newcastle and Birmingham. We have added to the knowledge in this area by conducting research with York University examining various housing models outside the UK – in the US, Australia and other parts of Europe.

For some years we have explored how we might deliver a model for housing significant numbers of homeless people in a mixed community offering routes to education and employment. A knowledge exchange with the organisation Common Ground in New York led to us developing a detailed blueprint for a £60 million scheme in Shoreditch – the Urban Village scheme – which failed to get planning permission in 2007. We looked at a number of other sites, including one near the Elephant & Castle this year. However, the development costs have proved too high, particularly in an uncertain economic climate. We had received a very generous donation from David Gilmour in 2002 which was to be earmarked for our housing development. We have now agreed that we will return part of this donation which is reflected in the accounts. However, we remain incredibly indebted to David for supporting us with significant funds to be used to deliver against our current and future plans.

This has increased our confidence in being able to deliver our expansion plans as has the fact that we have raised more money this year than in any previous year and across each of our separate funding streams. The cost of our fundraising is considerable but we are pleased that our return on investment is higher this year than last despite making the decision to invest more in our attempts to reach and capture future donors.

This is an upbeat statement. It should not mask our concern about proposed public expenditure cuts and in particular cuts in housing benefit. This will be bad news for homelessness and for individual homeless people. We have no doubt that our many volunteers and donors will continue to support Crisis; together we must try and ensure that Government looks after its most vulnerable citizens.

Sir David Bell, chairman
Leslie Morphy OBE, chief executive



Sir David Bell, chairman and Leslie Morphy, chief executive, with members of Crisis Skylight London

Making an impact: Education

Our Crisis Skylight Centres in London and Newcastle enable homeless people to access a wide range of classes and learning activities to learn new skills or build on existing ones, explore their creativity, increase their self-confidence and achieve nationally recognised qualifications.

We exceeded our target for participation, with nearly 2,000 people participating in a class or activity at Crisis Skylight. Popular accredited classes delivered in the year included literacy, numeracy, IT, ESOL and even car maintenance.

We narrowly missed our target for the number of individuals who gained an accredited qualification, but exceeded our target for the total number of qualifications achieved. The number of people who have taken part in a Crisis service and then moved into further education and training was also above target.

Engagement and creativity

Our Crisis Skylight centres provide a wide range of creative and performing arts classes that are integral to our learning offer. Over 750 people participated in Crisis Skylight arts activities this year and research from University College London evaluated the benefits of participation. 86% of clients reported increased confidence, 67% that they are more likely to engage in formal learning and 55% are more likely to look for work.

Our arts provision also provides opportunities for clients to attend external events and engage with the wider community. These opportunities saw clients making films, exhibiting at the Tate, the Baltic and the Royal Academy, producing CDs, performing Shakespeare and building a garden for the Chelsea Flower Show.

How did we do?

Targets for 2009/10

- 1,730 people participate in a Crisis learning activity
- 560 people to gain accreditation in a Crisis service
- 770 certificates to be awarded across Crisis' services
- 256 people to move into further education/training having engaged with a Crisis service
- Provide funding for 170 people to complete further education/training through Crisis Changing Lives

Outcomes for 2009/10

- 1,926 people participated in a Crisis learning activity
- 543 people gained an accreditation in a Crisis service
- 789 certificates were awarded across Crisis' services
- 292 people moved into further education/training having engaged with a Crisis service
- Provided funding for 152 people to complete further education/training through Crisis Changing Lives



Case study: James Cummings

Originally from Scotland, James lived abroad for 35 years before moving to London following the breakdown of his marriage. James was working as a barman which catalysed his growing dependency on alcohol. As his dependency escalated, James lost his flat and was forced to sleep at nights under a bridge in Elephant & Castle, remaining there for a few months. "As I was spending money on drink, I could never get together the deposit on a place to stay, or the only places to stay were with other people... it's terrible, it made me drink even more."

James was able to turn his life around firstly through contact with the Salvation Army and then Crisis arranged a property for him via our database of private rented sector schemes. With a Crisis Changing Lives grant James then began studying to develop his IT skills, helping to improve his CV and interview technique. He then got involved with the education programme at Crisis Skylight and has recently gained GNVQs in Health and Social Care. He is much more positive about the future and is actively looking for employment and going for interviews.



Bike maintenance (above) and ECDL classes (left) at Crisis Skylight Newcastle

Making an impact: Employment

The majority of homeless people have been out of work for several years and need specialist help. Across all of our employment services we achieved our 'into work' target and with our merger partner Off the Streets and Into Work (OSW) in total 248 people were helped to find work.

Skills for Jobs

Crisis led a consortium of seven homelessness organisations providing clients with training, coaching and ongoing support leading to permanent employment. Across the consortium, from November 2008 to July 2010, the target of engagements was met, with 731 people engaging. Whilst 107 did move into jobs and 46 sustained that employment (13 weeks) these outcomes were below target both for the consortium and Crisis.

Vocational training

Alongside our employment offer we have developed a vocational training programme including courses in Build a Bike, GOALS (motivational and life skills), the Construction Skills Certification Scheme and First Aid at Work, with over 280 individuals participating.

The Crisis Skylight Cafés have continued to develop, helping homeless people and, with our partner Switchback, ex-offenders develop skills and on the job-experience. 26 trainees progressed into jobs.

Two Opportunities Fairs were held to help our clients find out about potential opportunities and to meet employers. 30 new organisations/employers attended.

How did we do?

Targets for 2009/10

- 195 people moving into work
- Award 215 Crisis Changing Lives grants totalling £220,000
- 75 Crisis Changing Lives recipients to gain paid employment or become self-employed
- Achieve all the targets in the Skills For Jobs (S4J) and Working Neighbourhood Fund (WNF) contracts
- Deliver three Opportunities Fairs for homeless people

Working with Eastern European people

People from the 10 countries of Eastern Europe that joined the European Union since 2004 have unfortunately formed a growing proportion of the homeless population when their employment has ended or work did not materialise in the first place. The majority of them still want to work and with funding from the Oak Foundation Crisis established a specialist programme. We have met with 128 clients and supported 58 of these into employment.

Crisis Changing Lives

Now in its ninth year, the Crisis Changing Lives programme continued to grow, with 233 grants of up to £2,500 awarded to homeless people across the UK. We awarded 18 more Crisis Changing Lives grants than our target and average awards were higher than anticipated. The number of people we know of who progressed into paid employment was significantly below our target as unfortunately limited resources didn't allow us to chase up the outcomes of all previous grant recipients. We were delighted, however, to learn that a previous award recipient – Brian Chamberlin – has now won contracts to supply his wheatgrass to major high street chain Lush.

We are very grateful for the support of Barclays for the programme and celebrated the achievements of recipients at the 2009 Champions Awards in October at Barclay's HQ in Canary Wharf with their CEO, John Varley.

Outcomes for 2009/10

- 248 people moved into work
- Awarded 233 grants totalling £230,000
- 47 Crisis Changing Lives recipients gained paid employment or became self-employed
- Did not achieve the targets in the S4J contract but achieved most targets in our WNF contracts in London and Newcastle
- We delivered two Opportunities Fairs supported by some 60 partners

Case study: Andras Hodor

Andras is originally from Hungary. For two years whilst living in London, Andras began taking a combination of crack cocaine and heroin known as 'speedball'. Andras's excessive drug use caused his life to spiral out of control. He lost his job and his relationship with his family broke down. It was when Andras began sleeping rough on the streets that he felt he had hit rock bottom and needed help.

During his time in rehabilitation, Andras heard about Crisis and applied for a Crisis Changing Lives Award to fund a start-up mechanics toolkit. He is now working for a local taxi business as the firm's first in-house mechanic.

"I'm feeling positive about the future," he says. "I don't like to look back – the past is over. The future is more important."



Making an impact: Housing

Homeless people, whether sleeping rough, moving from friend's floor to friend's floor, or stuck in a hostel waiting to move on, need good quality accommodation. With long housing waiting lists and legal priority for social housing being given only to certain groups, finding a flat in the private rented sector is the solution for many single homeless people. But they face many barriers.

This year we expanded our national advisory service in partnership with the Department of Communities and Local Government and the Scottish Government, assisting local authorities and voluntary sector agencies to develop new services to help homeless people find and keep a home in the private rented sector (PRS). We provided intensive advice to 31 agencies in England following which 27 developed new or improved services. We have also provided over 150 different agencies with training to improve access and create more successful tenancies.

Our dedicated website – www.privatedsector.org.uk – hosts a database of services around the UK. Local authorities and voluntary sector agencies benefit from good practice, guidance and research collated on the site from across the homelessness sector. Usage of the website has doubled this year to almost 4,000 hits per month.

Matching clients to homes

Crisis, in partnership with the Dolphin Square Foundation, also directly funds and supports Westminster SmartMove. This helped 60 homeless people to move into their own

accommodation. It is part of a Crisis-supported network of SmartMove projects run by local agencies in 24 locations across the UK. They helped nearly 1,500 people into accommodation and provided advice to over 6,000 more.

The merger with OSW brought into Crisis the Transitional Spaces Programme which this year helped 43 people move into their own home with a private landlord and 31 people into social housing. We were slightly below target in the number of Crisis Skylight members we helped improve their housing situation due to some difficulties in recording on the database.

Crisis SmartSkills: combining housing with personalised learning support

SmartSkills, a three year pilot learning and skills programme funded by Crisis and delivered by local partners in seven locations around the UK (Barnet, Bridgend, Calderdale (Halifax), Canterbury, Edinburgh, Swansea and Teesside) concluded in September 2009. 220 people who had been assisted into accommodation through their local Crisis SmartMove service participated in this final year, achieving a total of 367 qualifications.

An independent evaluation of Crisis SmartSkills found that participants improved their independent living skills and a considerable number progressed onto further education or adult learning. Those with complex needs, including drug and alcohol misuse, a history of abuse or violence, and mental ill health benefited in particular.

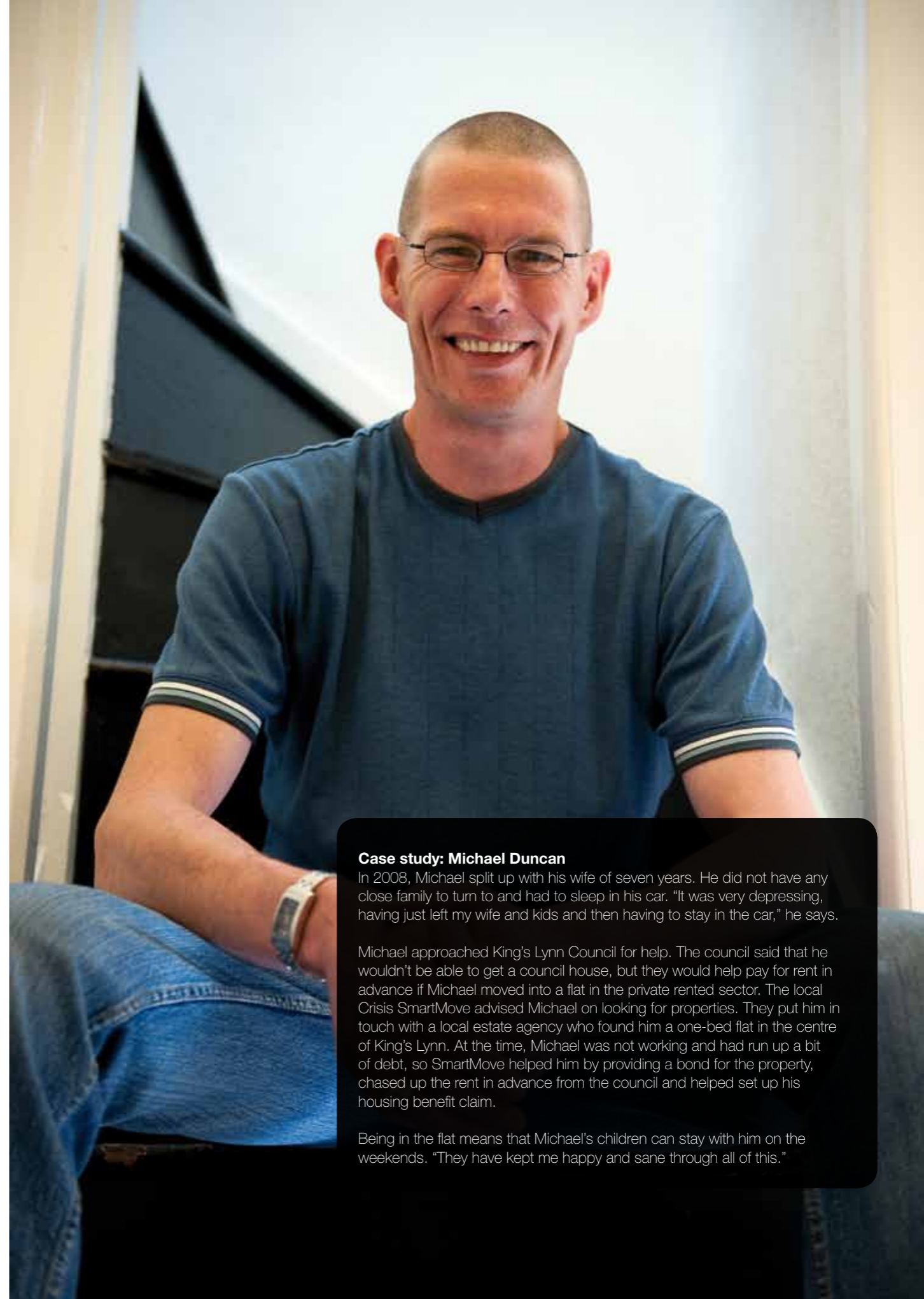
How did we do?

Targets for 2009/10

- SmartMove network to provide housing advice to 7,000 people
- SmartMove network to help 1,000 people into accommodation
- Advise 50 local authorities across England and Scotland on how to improve access to the PRS for single homeless people
- Develop Crisis' PRS website as the gateway to information on using the PRS to prevent and resolve homelessness
- Help 195 clients of Crisis Skylight to achieve stability in their housing situation

Outcomes for 2009/10

- Local SmartMoves provided housing advice to 6,050 people
- Local SmartMoves helped 1,426 people into accommodation
- Crisis worked intensively with 36 local authorities across England and Scotland and trained over 150 different agencies on improving access to the PRS for single homeless people. This was in addition to responding to requests for advice from over 200 agencies and 300 individuals.
- Developed Crisis' PRS website as the gateway to information on using the PRS to prevent and resolve homelessness, with almost 4,000 visits per month.
- 138 clients of Crisis Skylight were helped to achieve stability in their housing situation



Case study: Michael Duncan

In 2008, Michael split up with his wife of seven years. He did not have any close family to turn to and had to sleep in his car. "It was very depressing, having just left my wife and kids and then having to stay in the car," he says.

Michael approached King's Lynn Council for help. The council said that he wouldn't be able to get a council house, but they would help pay for rent in advance if Michael moved into a flat in the private rented sector. The local Crisis SmartMove advised Michael on looking for properties. They put him in touch with a local estate agency who found him a one-bed flat in the centre of King's Lynn. At the time, Michael was not working and had run up a bit of debt, so SmartMove helped him by providing a bond for the property, chased up the rent in advance from the council and helped set up his housing benefit claim.

Being in the flat means that Michael's children can stay with him on the weekends. "They have kept me happy and sane through all of this."

Making an impact: Health and well-being

Many homeless people suffer a range of physical and mental health issues and face significant barriers to getting the right healthcare. At Crisis we help people get connected to the services they need and actively promote health and well-being.

Building on the pilot service we established the previous year in London, the mental health service (funded by the London Borough of Tower Hamlets Primary Care Trust) met its target and saw over 100 clients during the year, providing support, advocacy, advice, information and referral on to appropriate external service providers. Our mental health coordinator also managed a small team of volunteer counsellors who delivered one-to-one counselling to 25 clients. The total number of sessions fell below target due to the time taken to start up and recruit a sufficient number of counsellors, but by year-end we hit our final quarterly target for sessions delivered. Based on the demand for a mental health service in London, we have secured new funding to expand the service in London and to establish it in Newcastle.

How did we do?

Targets for 2009/10

- 100 people to access the mental health service; 75% to report a reduction in isolation
- 75% of mental health clients to be registered with a GP
- 384 counselling sessions help to improve mental health
- 100 people to attend a Crisis Health Day, getting access to vital services
- 300 people to attend a well-being session in Crisis Skylight

We have developed the healthcare services we deliver with volunteers and partners at our Christmas centres to deliver two health fairs during the year in London. The most recent of these, in June, was delivered with 11 partner organisations and addressed physical, mental and sexual health. The day was attended by 103 people of whom 43 had a general health check, 37 saw a podiatrist, 60 had a chest x-ray and 10 had their eyes tested.

In London, through our partnership with Vision Care, Crisis Skylight members and other homeless people in the area continue to be able to access year-round the services of fully trained opticians and to get prescription glasses, making a real difference to their quality of life.

Health is not just about treatment and support but also about promoting well-being. In both our London and Newcastle Skylight centres we run a number of health and well-being classes; these include tai-chi, yoga, football, dance, gardening, cooking and healthy eating. We hit our target for participation in well-being classes, giving people a chance to develop physically and mentally, and to re-engage with the community around them.

Outcomes for 2009/10

- 102 people accessed the mental health service and 48% reported a reduction in their feelings of social isolation
- 94% of mental health clients are registered with a GP
- 253 counselling sessions were provided by volunteer counsellors
- 103 people attended the Health Day in June
- 327 people attended a well-being session in Crisis Skylight



Eye care is one of our most popular services, both at Crisis Skylight and Crisis At Christmas

Making an impact: Crisis At Christmas

Christmas can be very hard for homeless people with the rest of the population enjoying time with friends and family. It is also a time when many other services close down. For Crisis, providing companionship and services at Christmas has been central to what we do for nearly 40 years – but not just for its own sake: our aim is that the support, advice, health check-ups, referrals and opportunities we provide will set up our guests for a better year ahead.

2009 was perhaps our best Christmas yet. We met or exceeded virtually all our targets and reached the conclusion of our strategy to ensure Crisis At Christmas was fully responsive to the changing nature of our clients' needs and other homelessness services today.

We provided a series of large day centres across London in high-quality environments and facilities, packed with services and inspiring activities for everyone to access, especially those living in hostels and vulnerable accommodation. Most of our centres were hosted by colleges and schools, with the Islington School of Arts and Media and Newham College being joined this year by the City Of London Academy and Hammersmith and West London College to create day centres on a north-south-east-west axis.

For those sleeping rough or without a bed and for people with dependency issues and vulnerable women, our specialist residential centres provided a more intensive service, getting people off the street and into a safe and

welcoming environment. Outreach and specialist teams from across the homelessness/housing sectors were able to work intensively with clients over the Christmas period and achieve positive outcomes – ensuring that Crisis At Christmas is right at the heart of efforts to achieve the goal of ending rough sleeping in the capital by 2012.

The number of guests sleeping at our centres was similar to last year – with about 550 being referred. There was, however, a large increase in people using our day centres – with around 2,000 people visiting them during the week, but happy to return to their hostels or other accommodation each evening.

As with every year we worked with thousands of volunteers and other partners to deliver all of our services from healthcare, advice and podiatry to internet cafés, arts and crafts and entertainments. Delivering them in high-quality environments and in buildings at the heart of communities meant we could also offer new activities such as sports and fitness, as well as instilling a new sense of belonging and enhanced self-esteem in our homeless guests – too many of whom have lived outside of mainstream society for too long.

The developments we have made to Crisis At Christmas over the last five years mean that we provide better services in better environments closer to where people need them.

How did we do?

Targets for 2009/10

- Provide shelter and support for 2,000 guests (homeless people)
- Deliver at least 20 vital services across the centres
- 450 guests to receive advice on housing, benefits and employment
- Delivery on day centre model with overnight sleeping prioritised for rough sleepers

Outcomes for 2009/10

- Over 2,500 guests visited Crisis At Christmas in 2009
- 23 services delivered along with sporting activities
- 430 guests received advice on housing, benefits and employment
- Five day centres opened, all of which we can return to in 2010, with focused services and accommodation provided for rough sleepers and the most vulnerable



Christmas in Newcastle

For the second year Crisis delivered services over Christmas for homeless people in Newcastle out of our Skylight centre in the city. We opened Crisis Skylight on Christmas Day and Boxing Day from 8am to 8pm with the support of 110 volunteers specifically recruited to support the event. We saw 120 guests coming on both days, enjoying food, fun-filled activities, podiatry, hairdressing, films and much more. As we establish Crisis' new Skylight services in other cities we will also look at how best we might offer appropriate services over Christmas in these areas too.

Making an impact: Influencing

To fulfil our mission to end homelessness Crisis seeks to ensure that Government, politicians and policy makers understand the issues and make the changes that matter. In an election year this has been more important than ever.

Campaign successes

MPs and peers passed the Mortgage Repossessions (Tenant Protection) Act (2009) just before the general election following a strong campaign run with our partners. The new law guarantees private tenants rights to two months' space to find alternative accommodation and avoid homelessness, bringing protection for 324,000 households who were at risk. Effective lobbying, working with MPs and through the media and the involvement of our e-campaigners ensured that parliamentary time was allotted and support gained for this to become law.

We kept the pressure on politicians to keep the promise to end rough sleeping by 2012. Our "mystery shopping" research of local councils' housing departments resulted in the Government encouraging councils to review the assistance they give to single homeless people. In London, where rough sleeping and homelessness is highest, we have been active in the Mayor's Delivery Board focused on the 2012 target. With the private rented sector playing an ever-more important role in meeting housing need, we have argued for reforms in England and Scotland to reflect the needs of single homeless people, including hosting a conference with central and local government, landlords' associations and other agencies.

Influencing the new Government

Crisis held fringe events at the Labour and Conservative Party Conferences, making the case for policy changes to end rough sleeping and homelessness, to help homeless people develop skills and move into work and to reform the private rented sector. Speakers included the then Minister for Housing Benefit and Shadow Ministers for Homelessness and Welfare Reform. Theresa May, now Home Secretary, visited Crisis services. Following the election, we met with

Grant Shapps MP, now Minister for Housing and Local Government, and have been working with MPs of all parties to ensure that single homelessness is a priority for the new Parliament and Government.

The establishment of a new cross-ministerial homelessness committee is a response to our insistence that homelessness is not a single department issue but needs a concerted attack across departments. The new Government has also responded to our long-standing concerns by reviewing the methodology as to how rough sleepers are counted and publishing more realistic figures.

Preparing for challenges ahead

There are some serious challenges ahead. The system of housing benefit has long created real problems for homeless people. It needs to be changed both to better protect the most vulnerable and to support people into work. However, the severe cuts to housing benefit announced in June's Emergency Budget will affect some of the most vulnerable in society. We will be lobbying hard to try to prevent the cuts going ahead and to minimise the impact on homeless people.

We use research to give weight to our arguments. This year a survey of clients and agencies on housing benefit gave us the data to challenge proposed cuts. Big Lottery Funding for new longitudinal research into the private rented sector will give us more insight into practices which sustain tenancies.

At Christmas the media publicised the results of a survey highlighting public concern about the effect of the spending cuts on poor households. And we are reaching more people through our revamped website and making greater use of social media. The new services that have joined us from OSW – focused on gathering and spreading best practice around welfare to work and social enterprise – strengthen our position to influence Government policy to help homeless people get back to work.



End Rough Sleeping leaflet for the Conservative Party Conference



Theresa May MP, now Home Secretary, presents certificates to graduates at Crisis Skylight London

How did we do?

Targets 2009/10

- Achieve policy change for single homeless people through focused policy work and campaigning activity, particularly in the run-up to the general election
- Take 20 opportunities to present our case and provide evidence to statutory bodies who influence policy change
- Deliver two research projects and external evaluations
- Gain high level of media coverage to support our influencing work
- Embed new brand and website to raise public knowledge and awareness of homelessness and our work
- 20% increase in new web traffic

Outcomes 2009/10

- Following campaigning by Crisis and partners, new legislation was introduced to protect private tenants at risk of homelessness when their landlords are repossessed
- Presented to policy makers on 29 occasions including before the Scottish Parliament and in meetings with Ministers responsible for housing benefit and homelessness
- Delivered the evaluation of SmartSkills and research projects into housing benefit and housing models
- Achieved media coverage with an AVE of £4.5m including around the A Positive View exhibition. Made a strong case through the media and to politicians that in an economic downturn it is more important than ever to ensure the most vulnerable are protected
- Launched a new website for Crisis with a 22% increase in traffic

New developments and future impacts

Expanding Crisis services across the UK

In accordance with our Strategic Plan we have continued to make major progress towards the development of Crisis Skylight education, training and employment services in new areas across the UK. We started the year with ambitious plans for a new Crisis Skylight centre in Birmingham and substantial funding towards a new project in Oxford.

Birmingham

We decided we could make a quicker impact by organising our delivery in a different way following difficulties in obtaining a building. Crisis has teamed up with a number of local organisations to launch Crisis Skylight Birmingham – a new arts, education, employment and training service for homeless and vulnerable adults.

Operating in south central Birmingham, Crisis offers a range of floating services delivering workshops, courses and one-to-one advice sessions in local community settings. Our partners include Be Birmingham, SIFA Fireside, Trident Group, St. Anne's Hostel, Allison Hostel, Anawim, DanceXchange and ACE dance and music. A team of seven staff has been recruited and began work in July 2010 preparing for the first full term which is due to commence in October 2010.

Oxford

With significant grants from the Homes and Communities Agency, additional financial support from Oxford City Council and Crisis, and following extensive consultation with the local community, work on redeveloping the Old Fire Station has commenced. Working with Oxford City Council, the overall vision is for the refurbished building to become a unique, dynamic, learning and creative hub in the centre of Oxford that encourages skills development, integration and progression. It will accommodate a new Crisis Skylight centre and café alongside a charitable arts company offering flexible and inspirational spaces for artistic professional development and training. Community groups will be able to use the space to offer performance and visual arts events, regular classes and courses for the public. This is a unique venture and the opportunity for Crisis Skylight Oxford and the arts company to work together for the benefit of homeless people is very exciting. The centre is due to open in summer 2011.

Other locations

We continue to seek suitable locations to enable us to expand our services to more places where they are most needed. We will be commencing service provision on a small scale in Edinburgh, in conjunction with the Grassmarket Mission and Greyfriars Community Project. In Liverpool, we are continuing to investigate the most appropriate services to provide and will be seeking suitable premises.

Outcomes for 2009/10

- Birmingham services ahead of time with office opened and staff recruited in July 2010 and service delivery commencing in October 2010 (in partners' premises)
- Plans are on course to open in Oxford in summer 2011; slight slippage due to scale and complexity of project
- Services scheduled to commence in Edinburgh in November 2010; Liverpool identified as next location for Crisis Skylight centre, subject to full feasibility study

How did we do?

Targets for 2009/10

- Ensure we stay on target to operate Crisis Skylight services in Birmingham from spring 2011
- Ensure plans for Crisis Skylight Oxford remain on target to open in spring 2011
- Decide on new locations for Crisis Skylight services and obtain local authority support



Above: work is underway at the Old Fire Station, Oxford; Left: Leader of Oxford City Council Bob Price, Crisis chief executive Leslie Morphy, artist Emma Reynard and Rok contracts manager Adrian Cook launching Crisis Skylight Oxford development work

Making it happen: Fundraising

This has been a good year for fundraising to support our plans. We have substantially increased our voluntary income to £9.9 million. This has been achieved with the substantial support of our individual donors, accounting for 57% of our total fundraised income. In addition, many companies, trusts and other organisations have supported us with financial donations, gifts in kind and grants and through fundraising events and activities.

We have raised money through both tried and tested and new means. The Crisis Square Mile Run and Crisis Christmas Card are established tools but still proving effective. A Positive View and Urban Investors are new.

Crisis Urban Investors

We introduced an innovative 'share' offering, Urban Investors, inviting individuals to buy 'shares', with the return being the social return on that investment. The social return calculation was developed with Oxford Economics and represents the benefit to the individual, society and the public purse that results from a homeless person having improved their education, employment and housing prospects as a result of participating in the services offered by Crisis Skylight.

Crisis Sports Team and Crisis Square Mile Run

This year we launched the Crisis Sports Team – bringing together all our established and new running and challenge events.

June saw the 18th Crisis Square Mile Run take place and over 1,600 people ran the 6km race to end homelessness. The route started in Paternoster Square by St Paul's Cathedral, looped around both sides of the Embankment and finished on Millenium Bridge. A new event was introduced – the Crisis Square Mile Relay – which took place the evening before the main race. Teams of four raced against the clock, each team member running a lap of 2km.

Over the last 18 years the Crisis Square Mile Run has raised over £2.5m and this year the series of events was supported by our Crisis Sports Team sponsor Rabobank.



Crisis Christmas Card

For over 15 years the Crisis Christmas Card campaign has encouraged companies to donate their Christmas card budget to Crisis. In return they receive a unique e-card and as part of a partnership with the Financial Times, acknowledgement through the paper's pages.

Approximately 83 companies supported the campaign this year. Over the last 15 years the campaign has raised in excess of £7.5m.

A Positive View

During March and April 2010 Crisis staged a high-profile fundraising event, A Positive View. 18 months' work saw a photography exhibition and auction take place in London with some of the most influential figures from the arts world in attendance. The event raised over £580,000 net to support our vital work for homeless people.

A Positive View featured signed photographic images produced since 1809, and donated by the world's most highly regarded and influential photographers or representatives. Exhibited at Somerset House, London the exhibition ran for one month and attracted over 14,000 visitors.

The exhibition was followed by a gala auction at Christie's when HRH Prince William was our guest of honour as Patron of the event.

The Prince had already shown his personal support by becoming photographer for the day. The result was 'The Crisis Royal Diptych' (above right) which comprises a new portrait of Prince William by Jeff Hubbard – a Crisis client – together with an image of Jeff, taken by Prince William. Specially commissioned for A Positive View, the photographs were taken under the creative guidance of international photographer Rankin, and marked the first time that a Royal portrait has been taken by an ordinary member of the public. The diptych sold at Christie's for £24,000.

The creation of the diptych in particular generated extensive coverage across TV news broadcasts and through features in the national press, such as The Daily Telegraph, The Daily Mail, Express, Sun, Mirror and Guardian as well as a 12-page cover story in Hello magazine.

At the heart of the event were photographs from Crisis clients Jeff Hubbard, Stella Lado Joseph, Grant David Read, Joseph De-Haan and Paul Kelly. Their photographs hung alongside the world's most highly regarded professionals, fully incorporating them into the event and showcasing their considerable talents.

A Positive View was fully supported by our sponsors: Barclays Wealth, our lead sponsor; GlaxoSmithKline, gallery supporter; Samsung, book supporter; and Fedex our international courier, all ensuring the majority of the money raised went directly to our charitable work.



Jeff Hubbard with the Royal Diptych; image: John Stillwall (AP)



Grant David Read, Stonehenge 'Then and Now'

Making it happen: Volunteering

Volunteering continued to go from strength to strength in 2009/10. We met our targets with over 10,000 volunteers involved over the course of the year and 8,500 in the delivery of Crisis At Christmas – thousands of new faces joined our senior volunteers, some of whom have enabled us to run the project for over 30 years.

In Newcastle we currently have over 60 active volunteers involved in a variety of different areas of the work of Crisis Skylight. Volunteers' feedback across the organisation has been excellent and staff have seen increasing benefit from the dedication, commitment and quality of work that volunteers offer.

We re-launched our client volunteer programme with the aim of providing learning and development opportunities for our members. We had nine member volunteers in Newcastle and in London 15 ambassadors were trained to promote the work of our Skylight centres, allowing them to develop skills and confidence whilst supporting Crisis to reach out to more people. In Newcastle our pilot of using an ASDAN-accredited level 2 course for member volunteers proved successful with three member volunteers gaining the full qualification. Our aim for the future is to get as many clients involved as possible whilst ensuring volunteers are involved in meaningful and well-structured roles.

Due to staff changes and other issues we have not been able to facilitate as many mentoring relationships as we would like but 29 homeless people benefitted from having a volunteer mentor this year – 14 in Newcastle, 15 in London. We have adapted the scheme to generate a more flexible working relationship between our membership and our volunteer mentors and will be looking to recruit more mentors in both London and Newcastle.

Crisis is incredibly fortunate to be able to attract high numbers of talented volunteers. In November we worked with Housing Justice to publish a new booklet of volunteer opportunities available across the homelessness sector and launched it at an event with the Mayor of London, Boris Johnson. This booklet helps us to support smaller organisations by sign-posting potential volunteers to their opportunities. Crisis Skylight Newcastle and our volunteers have also become a leading example in the city of the impact a well managed and structured volunteering programme can have and this year Crisis led on city-wide celebrations for Volunteers Week to celebrate their hugely positive force.

How did we do?

Targets for 2009/10

- 10,000 volunteers to help Crisis across the year (including 8,000 at Christmas)
- Recruit and train volunteers for all suitable roles at Crisis Skylight Newcastle
- Recruit and support 20 Crisis Skylight members as volunteers
- Recruit 60 mentors in London and Newcastle.

Outcomes for 2009/10

- 10,000 volunteers across the organisation with 8,500 volunteers recruited for Crisis At Christmas
- 60 volunteers trained and active across Crisis Skylight Newcastle with 110 volunteers supporting services over Christmas in Newcastle
- Recruited 24 Skylight members as volunteers and ambassadors with 17 members completing placements
- Recruited mentors and matched them with 29 homeless people in London and Newcastle



Our 10,000 volunteers make a huge difference to the lives of homeless people, at Christmas and throughout the year at Crisis Skylight

Next year: our targets for 2010/11

Education

- 2,040 people participate in a Crisis learning activity (across London, Newcastle, Birmingham and Liverpool)
- 665 people gain accreditation in a Crisis service
- 880 certificates to be awarded across Crisis' services
- 70 people move into volunteering
- 350 people move into further education/training having engaged with a Crisis service

Employment

- 250 people move into work
- Award Changing Lives Grants totalling £215k
- 60 Changing Lives recipients to gain paid employment or become self-employed
- 200 people participate in a vocational training programme

Housing

- 30 local authorities assisted and advised to develop/expand PRS services
- Complete audit of PRS access provision across the nine regions of England, using it as a basis to deliver targeted support and to update the database of schemes
- 65 individuals directly assisted into PRS accommodation
- Establish new PRS housing coaching service model in London, bringing together former OSW services and new provision for Crisis Skylight members

Health and well-being

- 100 people to access the mental health service
- 75% reporting an increased ability to manage their mental health
- 75% reporting an improvement in their social networks/relationships
- 75% reporting an improvement in their motivation
- Up to 320 counselling sessions provided
- Deliver four mental health awareness events

Christmas

- Provide shelter and support for up to 2,700 guests
- Involve 30 Skylight members as volunteers in support services in the run up to and over Christmas (warehouse, centres, Skylight Ambassadors)
- Work in partnership with 15 external organisations

Influencing

- Campaign to protect homeless people from the worst impacts of cuts to housing benefits, other benefits and public spending
- Secure 25 opportunities to present our case to statutory bodies who influence policy change
- Ensure homelessness remains a priority for the new Government
- Influence the new Work Programme to ensure it supports homeless people and meet the targets of the WILLOW and 3 x E programme
- Deliver and disseminate three research projects increasing our knowledge of the causes of and solutions to homelessness
- Gain high level of media coverage in support of our influencing objectives

New developments

- Achieve all Oxford Old Fire Station project plan milestones and achieve opening in summer 2011
- Commence service provision in Birmingham and Edinburgh
- Develop plans for Crisis Skylight centre in Liverpool, to open in second half of 2011

Volunteering

- 10,000 volunteers to help Crisis across the year (including 8,000 at Christmas)
- Recruit and support 30 members as volunteers with five receiving the full ASDAN qualification
- Recruit 35 mentors
- Recruit and support 30 interns



Next year, we aim to have over 2,000 people engage in a learning activity across our Crisis Skylight centres

Thank you

We couldn't achieve anything like as much as we do without our 70,000 individual supporters who have made personal donations totaling £5.6 million to Crisis – that's 57% of our fundraised income. In addition, listed below are the many companies, trusts, statutory agencies and other organisations who support us through financial donations, gifts in kind and grants of over £5,000.

1960 Charitable Trust	Grosvenor	RBC Dexia
29th May 1961 Charitable Trust	Helix Arts	RM Burton 1998 Charitable Settlement
3SC	Homes and Communities Agency	Rabobank
A Quick Sale	Ingeus	Rolls Royce
Accenture	International Power	Samsung
Action for Employment	Irwin Mitchell Charitable Foundation	Sandra Charitable Trust
Alex & William De Winton Trust	JTI	Scottish Government
Allen & Overy	Jane Durell Charitable Trust	Sir Donald & Lady Wilson Charitable Trust
Apax Partners	John Lewis Partnership	Sir James Roll Charitable Trust
Ashurst	Joicey Trust	Skills Funding Agency
Audrey and Stanley Burton	Jupiter Asset Management	State Street Foundation
BDO Stoy Hayward	Key Trust Company	Standard & Poor's
BG Group	King/Cullimore Charitable Trust	Stockton Riverside College
Bank of America Merrill Lynch	Kyte Group	Streetsmart
Barclays	LCH Clearnet	Taconic Capital Advisors UK
Barclays Wealth	LDA	The 1989 Willan Charitable Trust
Baring Asset Management	Learning Skills Council	The Barbour Trust
Boston Consulting Group	Leslie and Lillian Manning Charitable Trust	The Big Lottery Fund
Bridgepoint	Linklaters	The D G Charitable Settlement
CVC	London Borough of Tower Hamlets	The Dolphin Square Charitable Foundation
Cadbury	London Development Agency	The Dorus Trust
Clear Channel	London Probation	The H B Allen Charitable Trust
Crédit Agricole	M & G Investments	The Henry Smith Charity
Delves Charitable Trust	Marsh	The Monument Trust
Department of Communities and Local Government	Man Group	The Savoy Educational Trust
Department of Health (Opportunities for Volunteers)	Maurice and Hilda Laing Charitable Trust	The Scotshill Trust
Dorothy Holmes Charitable Trust	Miller	The Tudor Trust
European Social Fund	National Housing Federation	The Scottish Government
London Councils	Newcastle City Council	The Worshipful Company of Cooks
Eversheds	Northern Rock	ThinkFolio
Fidelity Investment Managers	Northern Rock Foundation	Tower Hamlets Council
Fidessa Group plc	Northumbrian Water	Tower Hamlets Primary Care Trust
Financial Times	Norton Rose	Tower Hill Trust
Freshfields Bruckhaus Deringer	Oak Foundation	Trafigura
Friends Provident	Orange	We are V
Future Jobs Fund	Oxford City Council	William Allen Young Charitable Trust
GlaxoSmithKline	Path to Success	Work Directions
Glencore	Pearson	

Crisis At Christmas gifts in kind over £5,000

Acrobat Vehicle Rental
BM Polyco
Canon Hygiene
Canon
Dow Jones
Drew Brady
En-Route International
Evans Vanodine
Fedex
Frankenberg GmbH
Good Relations
Google
Hain Celestial
Henry Schein
Huhtamaki (UK)
Jockey
Lexis PR
Marks & Spencer
PenCarrie
PHS Teacrate
Rodanto
Slaughter and May
Watkins Hire
W. K. Thomas & Co. Ltd

Crisis SmartMove partners

Crisis would like to thank the network of homelessness agencies that run Crisis SmartMove services around the UK and work year round to help people to resolve their housing problems:

Action Housing Association Ltd
Calderdale SmartMove
Canterbury Housing Advice Centre
Community Housing Aid
Derventio Housing Trust
Edinburgh Cyrenians
First Housing & Support Services
Hartlepool Citizens Advice Bureau
Herring House Trust
Llamau Limited
Neath Port Talbot Council
NOMAD
Purfleet Resettlement Service
Southport Housing Centre
St Petroc's Society
Taunton Association for the Homeless
Teesside Homeless Action Group
The Wallich
Threshold Housing Advice
Worcester Citizen Advice Bureau and WHABAC

Who's who at Crisis

Patron

HRH Princess Alexandra, the Hon Lady Ogilvy, GCVO

Vice Presidents

Lord Alton of Liverpool
Jonathan Dimbleby
The Rt Hon the Lord Morris of Manchester AO QSO
The Most Rev and the Rt Hon the Lord Archbishop of Canterbury
His Eminence the Cardinal Archbishop of Westminster
David Gilmour CBE

Chair of Trustees

Sir David Bell

Trustees

Harish Bhayani
Hugh Biddell
Nigel Carrington
Tim Child
Liz Cleaver
Jane Furniss
Phillip Graf CBE (Vice Chair of Trustees)
Heather Lamont
Hannah Lownsbrough
Andrew Newell
John Samuel
Canon Bruce Saunders
Murray Shanks

Company Secretary

Keith Felton

Senior Management Team

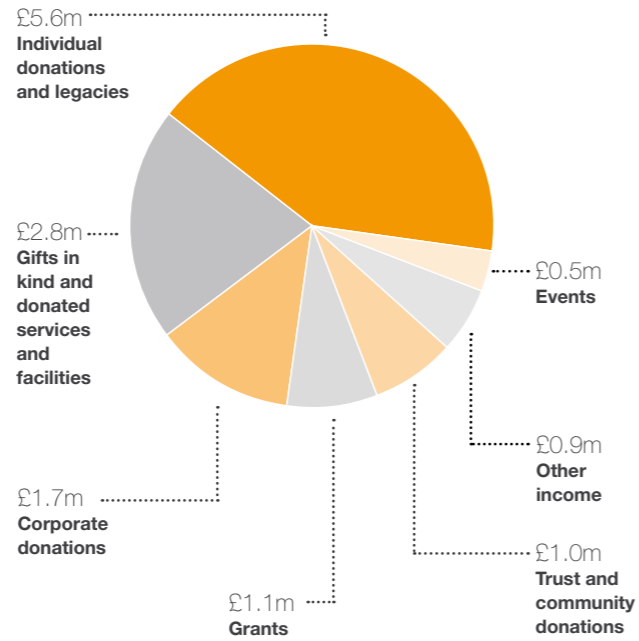
Leslie Morphy OBE	Chief Executive
Keith Felton	Director of Corporate Services
Andrew Page	Director of Fundraising
Duncan Shrubsole	Director of Policy & External Affairs
Micky Walsh	Director of Client Services

Financial summary

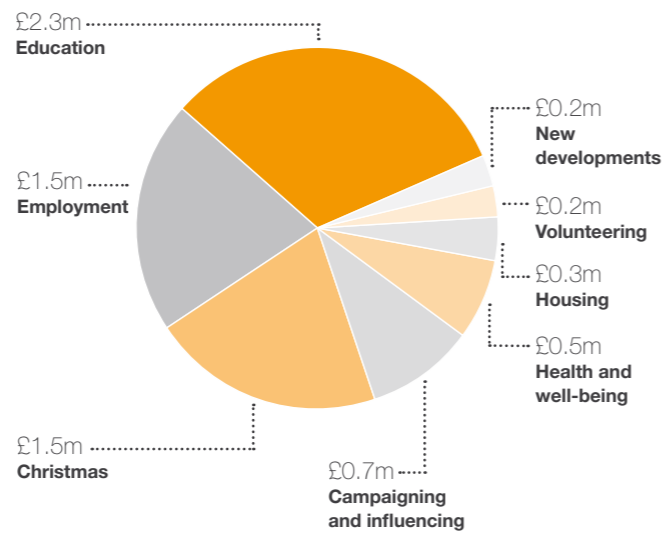
Results

Crisis recorded a surplus from continuing activities of £1.0 million for the year ended June 2010, in comparison with a break-even position last year. This strong performance, which exceeded our initial expectations, has enabled us not only to continue to deliver a range of life-changing services to homeless people but also to prepare for the planned expansion of these services to more cities in the UK.

Income



Charitable expenditure*



*excluding one-off repayment of restricted funds of £2.0 million

Thanks to our
10,000
volunteers

1,750
e-campaigners who
took action to end
homelessness

Crisis

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Crisis UK (trading as Crisis)
Registered Charity Numbers:
E&W1082947, SC040094
Company Number: 4024938

Homelessness ends here