

# PLANS INTO ACTION

## IMPACT REPORT 2008/09

1436

people helped into  
private rented  
accommodation

1651

people participated  
in a Crisis Skylight  
learning activity

2000

guests given  
companionship  
and vital services  
at Christmas

10,000  
volunteers

**Crisis**

# Highlights of the year



## Launch of *Private Access, Public Gain*

Crisis and London Housing Foundation publish *Private Access, Public Gain* – a report encouraging the use of the private rented sector in the battle against homelessness.

July 08

## Volunteer summer boat party

Over 500 volunteers join our annual boat cruise down the Thames aboard the Dixie Queen – a thank you to our many volunteers.

August 08

## Launch of the Crisis Christmas Card Challenge

The launch of the Crisis Christmas Card Challenge is marked with the world's largest Christmas card. £651,000 was raised.

September 08

## Housing Benefit

Crisis meets with Kitty Ussher MP, then Minister for Housing Benefit, to call for reform of housing benefit.

January 09

## Launch of the Mayor's London Delivery Board

Crisis joins the Mayor's new London Delivery Board to ensure commitment to end rough sleeping in the capital is met.

February 09

## Launch of 'Skills for Jobs for Homeless People' consortium

Crisis leads consortium of homelessness organisations to help homeless people into work.

March 09

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## Left to right

1. Volunteer boat party, August 08
2. Launch of the Crisis Christmas Card Challenge, September 08
3. Rhia Wilson, Barclays Achiever of the Year at Crisis Changing Lives Awards, September 08
4. Iain Wright MP, then Homelessness Minister, addresses the Crisis Conference, November 08
5. Our campaign to end rough sleeping, February 09
6. David Lammy MP launches the 'Skills for Jobs for Homeless People' consortium, March 09
7. David Gilmour and Amadou & Mariam on stage at Crisis Hidden Gigs, May 09
8. Crisis Square Mile Run, June 09



### Crisis Changing Lives Awards

Rhia Wilson is declared overall Barclays Achiever of the Year at the Crisis Changing Lives awards ceremony.

### Crisis' Conference

Government commits to ending rough sleeping by 2012 at Crisis' Conference.

### Crisis Skylight Newcastle Carol Service

Crisis Skylight Newcastle holds its first carol service at St Nicholas Cathedral.

October 08

### Campaign to ensure greater protection for private tenants

Crisis steps up campaign with Citizens Advice, Shelter and the Chartered Institute of Housing calling for change in legislation to protect private tenants who face sudden homelessness when their landlord is repossessed. Government has since committed to the change.

November 08

### Crisis Hidden Gigs

Crisis Hidden Gigs, our new series of music gigs, including a joint performance by David Gilmour and Amadou & Mariam, raises £75,000.

December 08

### Crisis Square Mile Run

2,200 runners join the 17th Crisis Square Mile Run to raise a record £158,000.

April 09

May 09

June 09

# Putting our plans into action

## Chairman's statement



Last year we set out our ambitious plans for the next five years (2008 – 2013). Put simply, we want to do more for more homeless people in more places across the UK. We want to transform their lives through education, employment, housing, health and well-being and, at the same time, influence the external agenda so homelessness is eliminated and homeless people are integrated into communities.

We are now one year into delivering on our plans and are making good progress. We have increased the scope of what we do by introducing new services. We are well advanced in our plans to expand our Crisis Skylight services across the UK and our campaigning work has affected some significant changes in both policy and legislation.

Like other organisations, we have been operating in a tough economic climate. The recession continues to have a devastating impact, dragging more and more

people into financial difficulty and the risk of homelessness.

Against this backdrop, the work of Crisis is more vital than ever. We need to be prepared for an increase in homelessness. We also need to have sufficient resources to help those in danger of being forgotten. These are the long-term homeless and unemployed, many of whom are victims of the past recession. They did not benefit from the boom times and continue to live on the margins, on our streets or with a temporary roof over their heads. We see these people at our Crisis Skylight centres every day. We have also witnessed their many achievements as, with renewed confidence, they have gained skills and qualifications, and some have found homes of their own and moved back into work.

In this time of recession, the response from our supporters has been mixed. Like other charities, we experienced an immediate fall in corporate donations last autumn. However, some companies were still generous in supporting our Crisis Christmas Card Challenge; some lost their corporate and social responsibility budgets. Individual donors, who are the bedrock of our funding, continue to be very loyal. We were also overwhelmed by the record number of volunteers who came on board at Christmas. Many of them continue to help us in a whole range of activities throughout the year. We can't thank them and our donors enough.

Recently the BBC broadcast a *Lifeline* television appeal on behalf of Crisis. Presented by Alastair Stewart OBE, the short film told the stories of a number of people helped by Crisis. One of them was Samuel, who is now training to become a psychotherapist. Samuel said, "I owe Crisis my life". We need all of your help to save more lives.

**Sir David Bell**  
Chair of Trustees

# A year of progress

## Chief Executive's review



This year we concentrated on making our Crisis Skylight education, training and employment centres 'best in class'. We have continued to take the lead in encouraging new and improved schemes to help single homeless people into tenancies in the private rented sector across the UK. We also achieved some significant milestones. We rebranded the organisation and won two significant campaign victories, securing a commitment from Government to end rough sleeping by 2012, and a change in legislation to give greater protection to private tenants.

We have added new services, including a mental health service, offering face-to-face counselling, and a mentoring initiative, as a first step to providing long-term support for individuals using the skills and expertise of our volunteers. Having bid for and won new funding, we have been leading the 'Skills for Jobs for Homeless People' consortium of eight homelessness organisations delivering employment-related skills

and jobs. The focus on employment is deliberate. Not only is employment the final step to independence for many, but there is also much evidence of the link between work and well-being.

At the beginning of the year we set ourselves some ambitious targets. Some we exceeded, such as the number of people participating in a learning activity and the number of people helped into independent accommodation through Crisis SmartMove. But we fell short of some – particularly getting people into work. Funder bureaucracy meant 'Skills for Jobs' started late, but we also underestimated the amount of time it would take to get people into work. We remain absolutely committed to this area of work.

We have always believed in what we do and its effectiveness in helping homeless people transform their lives. But the ability to track and measure our impact is central. We can now demonstrate our impact through a new internal monitoring and evaluation system, which tracks individuals' progress much more accurately than before. We are also helped by external evaluations. The Charities Evaluation Service assessed Crisis Skylight Newcastle after a year in operation. It showed that not only is the centre fulfilling a need in its own right, but also that it has changed the way services for homeless people are offered in the city. This endorsement is important as we extend our Crisis Skylight services in other cities.

A further evaluation supported the effectiveness of our volunteers and showed that the time they give is worth over £3 million. Not only is this significant added value, but their support also helps increase the scale of the organisation and our ability to help more people. We are very grateful to them.

It has been a very difficult year for the many people who have lost their homes and jobs, making our work even more vital. The collapse of parts of the financial and banking sector has not helped our fundraising effort. Our corporate donations have been significantly lower this year than last and sponsorship was pulled with little notice. Like many charities, we are trying to find new and better ways of working. We are going to have to be more innovative and more persistent, work better with others and potentially be prepared to invest more to get the returns that will enable us to help more individual homeless people.

Crisis depends on the goodwill of those who give their time and resources. It depends on the professionalism of its staff and its volunteers. However, the spirit of the organisation is ultimately found in the stories of the people whose lives are transformed – some of which you can read here.

**Leslie Morphy**  
Chief Executive



# Giving people a second chance

## Our progress in education

*Building a new life after homelessness begins with developing new confidence, skills and self-esteem. Our education work, focused in Crisis Skylight, helps people rediscover their potential and sense of purpose and gives them the skills to break the cycle of homelessness.*

3,000 people came to our centres in London and Newcastle this year, many of them attracted by our new accredited classes during weekends and evenings. We also reached out to people in hostels who wouldn't normally come to Crisis by offering 'taster' sessions. Once they were here, we encouraged them to get fully involved.

Participation was well above target, proving once again the commitment of homeless people to getting the skills they need.

Many of our clients on accredited courses wanted to stay on for another term. This meant the number of people going onto further education and training was lower than planned. We're determined to improve on these figures. But we're also pleased that so many people want to carry on learning with us.

We continually measure our impact to see what's working and what's not. Crisis Skylight Newcastle was independently evaluated by the Charities Evaluation Services between December 2008 and April 2009 and we were delighted with the findings. Members were 'overwhelmingly positive' about our services and other external agencies also greatly appreciate what we're doing there.

As well as classes, our clients have been involved in a range of successful events including three 'Skylighter' evenings in London, showcasing the work of our performance and creative classes.

### Left to right

1. Art class, Crisis Skylight London
2. Performing in public boosts confidence
3. Literacy class, Crisis Skylight Newcastle
4. Learning Excel skills for the workplace
5. Graduation day at Crisis Skylight London

People from our music classes supported major acts at the Crisis Hidden Gigs, while others exhibited artworks at GlaxoSmithKlein and The Royal Commonwealth Society. We also held three Crisis Skylight 'graduations', recognising members' achievements and new ways of helping break down barriers, including Living Libraries where people relate their often harrowing stories.

In Newcastle members took part in two performances at Newcastle University and in a production by respected local stage director Alan Lydiard.

Crisis SmartSkills, now in its third year, helps people improve their lives, re-engage in training and sustain private tenancies. This year, working with local partners, the programme has been delivered in seven areas and proved a great success, with participation almost 50% above our target. We are now evaluating its impact.



**1651**  
people participated  
in a Crisis Skylight  
learning activity



## TARGETS AND OUTCOMES

### Targets for 2008/09

- 1430 people participating in a Crisis Skylight learning activity
- 450 people to gain accredited qualifications through Crisis Skylight London and Newcastle
- 265 people into further education or training through Crisis Skylight London and Newcastle
- 68 people to participate in training programmes in our Crisis Skylight Cafés in London and Newcastle out of which 25 to achieve accredited qualifications
- 150 people to participate in Crisis SmartSkills; 90 to gain qualifications
- Provide funding for 160 people to complete further education or training through Crisis Changing Lives

### Outcomes for 2008/09

- 1651 people participated in a Crisis Skylight learning activity
- 409 people gained accredited qualifications with 629 certificates awarded within Crisis Skylight London and Newcastle
- 100 people went into further education and training with help from Crisis Skylight

- 67 people took part in training and 16 achieved accredited qualifications in the Crisis Skylight Cafés
- 220 people participated in Crisis SmartSkills, out of which 79 people gained 367 qualifications
- 150 people moved into further education or training through Crisis Changing Lives

### Targets for 2009/10

- 1730 people participating in a Crisis learning activity
- 560 people to gain accredited qualifications in a Crisis service
- 770 certificates to be awarded in total across Crisis' services
- 256 people to move into further education and training having engaged with a Crisis service
- To complete and evaluate SmartSkills programme and disseminate key lessons across the sector
- Provide funding for 170 people to complete further education or training through Crisis Changing Lives



## David

David spent most of his childhood in care and was a young runaway. He left care without any qualifications and little support. He regularly used drugs and alcohol from the age of 13 and spent three months in prison for attacking a police officer. By the age of 38 he hit rock bottom and was months away from death due to his substance misuse.

Helped by Acorn House, a high support hostel, and the Spitalfields Crypt Trust, David recently underwent a rehabilitation programme. Having been sober for 10 months, David was also referred to Crisis Skylight London. He hesitated before coming but plucked up courage and has recently completed a Digital Literacy course at Crisis. David has now completed his rehabilitation training. He is determined to continue to improve his education and hopes to help other people with drug and alcohol problems by becoming a counsellor.



# Working towards independence

## Our progress in employment

*Being out of work is both a major cause and a major consequence of homelessness. Having a job brings self-respect and independence; losing it can be soul destroying. Many of the people we help have been out of work for years and need specialist help. Meanwhile, the recession is only adding to the numbers of those at risk.*

During the year we helped 192 people into paid work, many for the first time. Although this was below our target, it was a real achievement given the difficult job market due to the recession.

### **Crisis Employment Services**

We established a new dedicated employment team within Crisis Skylight London which, since its launch in November 2008, has assigned Work and Learning Advisers to more than 400 people. We also helped 190 people achieve certificates or qualifications in work-related activities such as Build a Bike, Red Cross First Aid and the Construction Skills Certification Scheme.

March saw the launch of 'Skills for Jobs for Homeless People', a pan-London programme being delivered by a consortium of homelessness organisations, led by Crisis. This vital programme provides support and training for homeless and vulnerably housed people and matches them up with suitable job opportunities.

The launch, at Crisis Skylight London, by David Lammy, Minister for Higher Education and London MP, was followed by an Opportunities Fair that attracted over 150 people. Building on its success, our two-day fair in September attracted over 200 people keen to learn about training, education and employment opportunities.

### **Crisis Skylight Cafés**

Next door to our Crisis Skylight centres, our Cafés have become thriving social enterprises, offering accredited catering and hospitality training and the chance to get real, practical experience.

This year we set up Level 2 NVQ opportunities for trainees in customer service, multi-skilled hospitality services and food preparation and cookery. This has given trainees a real sense of achievement, as well as boosting our own standards and structures. It has also made the Café more attractive to external organisations, notably young offenders' charity Switchback, which has provided a growing number of trainees for our Café in London. Their trainees have already earned NVQ Level 1 in prison and are determined to build on their skills, helping to motivate other trainees. It works for them too, as moving straight from release into training reduces their chances of reoffending or becoming homeless.

While we were disappointed by the number of Café trainees who moved into paid employment, we've learnt that it often takes longer than we thought to get people ready for work. But we're still ambitious and, if our trainees remain committed, we'll support them for as long as it takes.



### Left to right

1. First contact at Crisis Employment Services' Opportunities Fair
2. Getting employment advice
3. Looking the part for interview
4. Body language workshop
5. Bikeworks bicycle repair workshop
6. A tutor (right) instructs a carpentry student at Crisis Skylight Newcastle
7. Learning on the job at Crisis Skylight Café, London

### Crisis Changing Lives

The support of a Crisis Changing Lives grant, which helps people get into training and work, is especially critical in this economic climate. This year we gave grants of up to £2,500 to 218 people across the UK.

Of course, money's not enough on its own. Our mentoring scheme also matches grant recipients with professionals who can offer structure and guidance.

To gain a grant you have to plan a realistic route into your chosen job, with the help of a support worker. You have to show passion, consideration and focus. And our latest recipients have done just that, making exciting progress in everything from security to tree surgery; gardening to photography; IT to millinery. We celebrated their remarkable achievements at the 2008 Champions Awards, hosted by Barclays and presented by Daisy McAndrew, Economics Editor for ITV News.

### TARGETS AND OUTCOMES

#### Targets for 2008/09

- 130 people into paid employment across Crisis Skylight London and Newcastle
- 30 trainees to secure paid employment across our Cafés in London and Newcastle
- Make 215 Crisis Changing Lives grants, totalling £195,000

- 75 Crisis Changing Lives recipients to gain paid employment or become self-employed

#### Outcomes for 2008/09

- 101 people into paid employment
- 16 people secured paid employment through our Crisis Skylight Cafés
- 218 grants, totalling £210,000
- 75 recipients found work or became self-employed with 150 moving into further education or training

#### Targets for 2009/10

- 195 people moving into work
- 60 people are supported by a mentor
- 215 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 and Working Neighbourhood Fund contracts
- Deliver three Opportunities Fairs for homeless people in partnership with potential employers and support agencies



## Aaron

Aaron had a difficult upbringing and was placed in care at the age of 7. He spent much of his childhood between foster families, his mother's house and care homes. With such an unsettled upbringing and few qualifications, Aaron soon became homeless and sank into a deep depression. Recognising that he needed support Aaron began to turn his life around, securing accommodation and preparing himself for the future. He applied for a Crisis Changing Lives grant, successfully receiving funds for tools and equipment to become a carpenter. He remembers the day he received the award, "I jumped around all over the place – I was so chuffed to bits." Aaron continues to go from strength to strength and is now a carpenter with his own business. He is in a far better place than he could ever have imagined thanks to Crisis Changing Lives.



# A place to call a home

## Our progress in housing

*It's not just rough sleepers who need to find a home. For many, the roof over their heads is little more than that: their accommodation is precarious and often unhealthy. To move forward with their lives, people need a real home they can call their own.*

### **Crisis SmartMove**

The Crisis SmartMove network is invaluable for homeless and vulnerably housed people in 28 locations nationwide. This year our local partners have helped almost 1,500 people find accommodation – 50% above target. We also gave advice to over 7,000 thousand people on their housing options.

Preventing homelessness is critical. In April we entered into partnership with the department of Communities and Local Government (CLG) to establish a national advisory service for local authorities and the voluntary sector on the best use of the private rented sector (PRS). Since then we've re-launched a dedicated website, [www.privaterentedsector.org.uk](http://www.privaterentedsector.org.uk), formed a stakeholder group to develop key principles and set up a training programme for front-line workers. We've also met with local authorities to advise them on the development of new and existing services.

Our partnership with the Scottish Government is well established.

We continue to provide information, advice and guidance to new and existing PRS schemes. We also publish research on the cost effectiveness of private rental access schemes, helping to reinforce the case for their continued investment.

At our Crisis Skylight centres, we refer people to hostels and housing agencies and help them find and sustain housing.

### **Supportive housing**

The lack of homes for those ready to move on is a huge barrier to independence. We have developed a move-on option that offers stability and support, as well as challenging and motivating people to change their lives for good.

Our first attempt to develop the model in Shoreditch, London, taught us a great deal. We remain committed to finding solutions that enable people to live in a place they can call their own.

“This year our local partners have helped almost 1500 people find accommodation – 50% above target.”



Above  
Crisis' new private rented sector website, [www.praterentedsector.org.uk](http://www.praterentedsector.org.uk)

## TARGETS AND OUTCOMES

### Targets for 2008/09

- Working with local partners through the Crisis SmartMove network provide housing advice to 6000 people
- Help 1000 people into private rented accommodation
- Provide advice and guidance to over 200 agencies and 300 individuals on housing people in the private rented sector

### Outcomes for 2008/09

- Provided housing advice to 7171 people
- Helped 1436 people into private rented accommodation
- Provided advice and guidance to 236 agencies and 293 individuals on housing people in the private rented sector

- Produced research in Scotland setting out the case for investing in deposit guarantee schemes and launched it in the Scottish Parliament with the Housing Minister

### Targets for 2009/10

- Help 1000 people into independent accommodation and give 7000 people advice and assistance through the UK-wide network of 28 Crisis SmartMove schemes
- 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 95 clients of Crisis Skylight to achieve stability in their housing situation

## John

John (27) is a single male who had been sleeping rough in Westminster, London. He was referred to the Westminster SmartMove project by The Connection at St Martin's as he was very keen to get his life back on track but did not have any money to use as a deposit for a flat. Crisis SmartMove helped John into accommodation in the private rented sector and also helped him apply for a Community Care Grant to buy essential household items.

John expressed an interest in helping Crisis SmartMove as a volunteer and has started carrying out essential research for the development of the project. He is showing real progress and intends to pursue a career in housing.



# Keeping body and soul together

## Our progress in 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.*

*Homeless people are up to five times more likely to die than the equivalent age group in the general population*

This year we launched new research highlighting how common mental health problems are twice as prevalent, and rates of psychosis many times higher, in the homeless population than the general population. Homeless people are also up to five times more likely to die than the equivalent age group in the general population.

To address this, our main objective this year was to establish a mental health service at Crisis Skylight London. We've now piloted that service, providing information on the support available and offering our own counselling services, including informal one-to-one support for those with mental health problems. Our new Mental Health Co-ordinator met with 110 members, of whom almost half were met five times. We also established a Brain Gym and Reading Group.

In addition to this specialist help, our Crisis Skylight centres run a wide range of workshops to help improve well-being. These include Meditation and Yoga, Karate, Tai Chi and Pilates. They're all very popular, helping people develop both mentally and physically. They are also a chance to re-engage with a community: critical for people often cut off from mainstream society.

This year, building on the healthcare services at our Christmas centres, we held our first Health Day in Crisis Skylight London. Helped by a team of specialist volunteers, we offered a free health 'MOT', eye tests, First Aid training and TB screening. Other organisations, including the British Red Cross, the Drug and Alcohol Service for London and MIND, were also there to provide invaluable help and advice to 75 people.

“Our Crisis Skylight centres run a wide range of workshops to help improve well-being. These include Meditation and Yoga, Karate, Tai Chi and Pilates.”



**Left to right**

1. Creative activities to stimulate the mind
2. Theatre and movement class at Crisis Skylight London
3. Tai Chi class at Crisis Skylight London
4. A volunteer hairdresser gives her time to get a Crisis Skylight member looking ready for work
5. Opticians give free eye care to guests at Crisis Christmas
6. Dental care is an important part of the healthcare package at Crisis Christmas

**TARGETS AND OUTCOMES**

**Targets for 2008/09**

- Establish a mental health service in London

**Outcomes for 2008/09**

- Mental Health service established in Crisis Skylight London and accessed by 110 people
- 75 people attended first Crisis Health Day in London of which 47 had a health check
- Established relationship with MIND enabling one of their counsellors to deliver four sessions per week at Crisis Skylight London
- 33 clients were registered with a GP

**Targets for 2009/10**

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

**110**  
people accessed our new Crisis Mental Health Service



# First steps out of homelessness

## Our progress at Christmas

*At Christmas we provide companionship to alleviate loneliness and vital services to help people take the first steps out of homelessness.*

2008 saw the latest phase in our strategy to make Crisis Christmas more responsive to our clients' needs at a local level. We provided more day centres for people living in hostels and vulnerable accommodation, while referring those most in need (rough sleepers, women and those with dependency issues) to our residential centres and other services.

For the first time we opened day centres in major educational institutions: one at Newham College

and the other at Islington School of Arts and Media. Using buildings like these is typical of our approach to future services, which we aim to provide in inspirational spaces. Having access to the superb facilities and resources of the colleges, and the bright, welcoming spaces, brings real inspiration, confidence and self-respect for many guests. It brings them into the mainstream, treating them as part of the community, rather than isolating them in marginal and often run-down locations. We are very grateful for the support we received for this approach.

Our residential centres allowed us to work more intensively with people whose needs are more acute. Our Rough Sleepers' Centre,

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### Left to right

1. Crisis Christmas begins with a good meal, but there's so much more
2. Hairdressers make guests feel good
3. A guest has his feet treated
4. Applying finishing touches with a manicure
5. Interesting activities and a chance to be creative
6. A quiet, relaxing space
7. Guests are encouraged to enrol at Crisis Skylight in the new year

for example, worked with outreach services across London to connect – and reconnect – guests with support that could help them find a home.

Providing different types of centres for different needs has proved a positive change. More guests got involved with services and activities at our day centres, while we were able to focus primary services like healthcare and dentistry on those most in need through our residential centres.

Delivering Crisis Christmas over seven days in nine temporary centres is a significant challenge. Without the support of thousands of donors and loyal volunteers, it simply couldn't be done.



## TARGETS AND OUTCOMES

### Targets for 2008/09

- Provide shelter and support for up to 2000 homeless people
- Deliver at least 20 vital services at each centre
- Help 200 guests improve their housing situation
- Provide learning opportunities at Crisis Skylight and partner organisations

### Outcomes for 2008/09

- Provided shelter and support to 2000 homeless people
- Delivered 23 services across the centres
- 450 guests used the advice services; 173 guests directly helped to improve their housing situation
- Provided learning opportunities across the day centres (including one college) but didn't work at Crisis Skylight for logistical reasons

### Targets for 2009/10

- Provide shelter and support for 2000 guests
- 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



## Rob

Struggling to cope with the tragic loss of his father and two siblings in quick succession Rob developed drink and drug problems. His life soon spiralled out of control and he lost his wife, contact with his daughter and his job in the building industry.

Rob successfully got himself sober. But with little support he soon found himself homeless. It was after spending several months sleeping rough in London that Rob came into contact with Crisis and he's never looked back. Rob now lives in his own flat and has interviews set up through Crisis Employment Services. He also volunteers at Crisis Christmas. He says: "I'll bend over backwards to help these people because Crisis pushed me in the right direction – forwards."

“  
*We now have an exciting business model for developing the Old Fire Station in Oxford, incorporating both a new Crisis Skylight centre and arts-focused space for the whole community.*  
”



# Doing more for more people across the UK

## Our progress in expanding our Crisis Skylight services

*Crisis Skylight has become central to our work. What began in east London has been proven to work in Newcastle, providing a template for development in other cities. And our research has shown that for homeless people in many UK cities, there is no other way to access to the sort of opportunities we offer.*

This year we made major progress towards a new programme of Crisis Skylight services in Birmingham and a new Crisis Skylight centre in Oxford, using £2.18 million of capital funding from the Communities and Local Government's Places of Change programme. However, we still have a challenge to raise further capital.

### **Oxford**

We now have an exciting business model for developing the Old Fire Station in Oxford, incorporating both a new Crisis Skylight centre and arts-focused space for the whole community. Architects are currently drawing up plans for the building to house partners from the homelessness and arts sectors and we plan to open in 2011.

### **Birmingham**

Working in partnership with Birmingham City Council, SIFA Fireside and other local organisations we're looking to locate in the arts, culture and media quarter. Here amongst a growing community of artists, creative enterprises and like-minded charities, we'll bring life-changing services to Birmingham's most marginalised adults.

### **Looking forward**

In 2009/10, we'll continue to seek out the locations, buildings and partnerships that will help us deliver support to more people in more places across the country.



### Edinburgh

- We are assessing the need for Crisis Skylight services here

### Liverpool

- We are assessing the need for Crisis Skylight services here

### Birmingham

- Crisis operating from Spring 2011

### Oxford

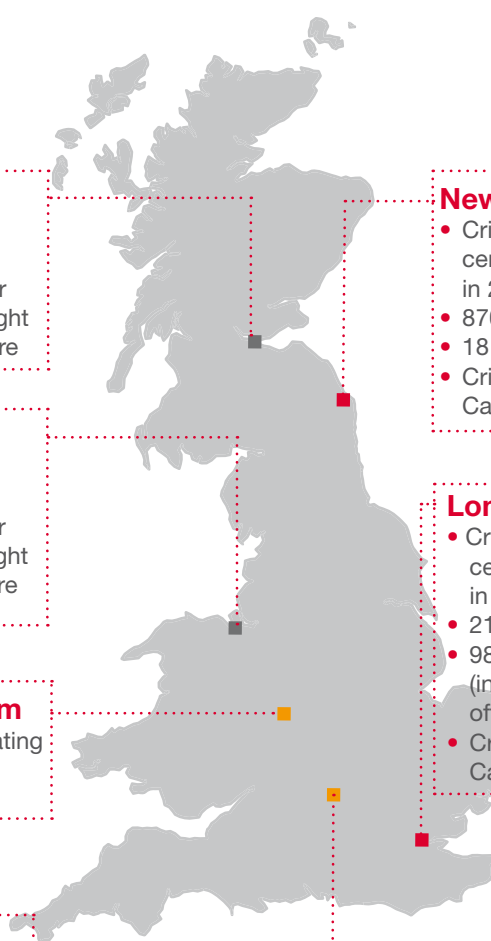
- Crisis Skylight due to open in 2011

### Newcastle

- Crisis Skylight centre opened in 2007
- 870 members
- 18 staff
- Crisis Skylight Café

### London

- Crisis Skylight centre opened in 2002
- 2130 members
- 98 staff (including head office)
- Crisis Skylight Café



## TARGETS AND OUTCOMES

### Targets for 2008/9

- Secure a building in Birmingham for the new Crisis Skylight Centre
- Establish key partnerships in Oxford and Birmingham
- Develop action plans for opportunities in other UK cities
- Benchmark good practice at Crisis Skylight Newcastle

### Outcomes for 2008/9

- Identified preferred location in arts, culture and media quarter in Birmingham
- Strong relationship with SIFA Fireside in Birmingham. Crisis helped set up and now chairs the Training, Recreation, Education & Employment Strategy group for homelessness organisations in Oxford

- Plan to pursue feasibility studies in three new cities approved
- Independent evaluation of Crisis Skylight Newcastle conducted

### 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 a new location for Crisis Skylight services and obtain local authority support

### Left to right

1. Extending our Crisis Skylight services to other cities
2. A Crisis Skylight Café will form part of our services in Oxford
3. Our new Oxford site, the Old Fire station. The development of Crisis Skylight here will transform homeless services in the city
4. Where we are, where we want to be



# Making the case, winning the argument

## Our progress in influencing

*This year we won a major campaigning victory by securing a commitment from the Government – announced at Crisis' Conference – to end rough sleeping by 2012.*

We're now closely involved in realising this ambition. As well as our services in London, we're on the Mayor's new board tasked with ending rough sleeping in the capital. Nationally, we're working with the Government to promote the private rented sector as a positive option for homeless and vulnerably housed people.

But we're not about to let up. This year we also carried out an undercover investigation into local councils' attitudes to single homeless people. We showed that councils are failing in their legal duty to help these people, often leaving them with little choice but to sleep rough. We're campaigning for a change in the law. We want councils to provide advice and assistance to all single homeless people and to give anyone made

homeless at least short-term accommodation while they get the support they need.

### **Dragged down**

The recession has had a devastating impact, dragging more and more people into financial difficulty and the risk of homelessness. This makes our campaigning and influencing work especially vital. In *Homes & Jobs For All*, we set out the steps required both to prevent people becoming homeless and to help those who already are.

Repossessions soar in a downturn, and when landlords' properties are repossessed, private tenants can currently be thrown out of their homes with little or no notice. We led a coalition campaigning for new protection for private tenants, guaranteeing them at least time to find alternative accommodation. We were delighted when, with the support of MPs and media coverage, the Government announced it will introduce legislation to do just that.

In our own work, and in response to Government consultations, we've continued to campaign for reforms to Housing Benefit and for welfare and housing reform to support single homeless people.

### **Research**

Research is instrumental in making our case and this year saw the launch of a wide-ranging programme of Crisis research. We've looked at housing benefit, the capabilities and resilience of homeless people and the links between mental health and homelessness. We also launched new monitoring and evaluation systems and carried out some important evaluations of our own work to demonstrate the lasting difference we make to people.



#### Left to right

1. 'Put Rough Sleeping to Bed' campaign
2. Iain Wright MP, Homelessness Minister, at Crisis' Conference
3. Sarah Teather MP, Liberal Democrat Housing Spokesperson, with volunteers at Crisis Christmas
4. Publishing research is vital in strengthening our case
5. Thousands of e-campaigners got behind our Expose the Truth campaign
6. Chris Grayling MP, Shadow Cabinet Member, at Crisis' Conference

## TARGETS AND OUTCOMES

### Targets for 2008/9

- Present the case for preventing and solving homelessness. Lobby for positive change in welfare, employment and particularly housing benefit policy
- Complete and disseminate two research projects and commission one further piece of work
- Roll-out and embed a new monitoring and evaluation system, analysing information and disseminating the evidence of good practice and positive outcomes
- Run two high profile campaigns to support our calls for change, involving our supporters and engaging relevant personalities

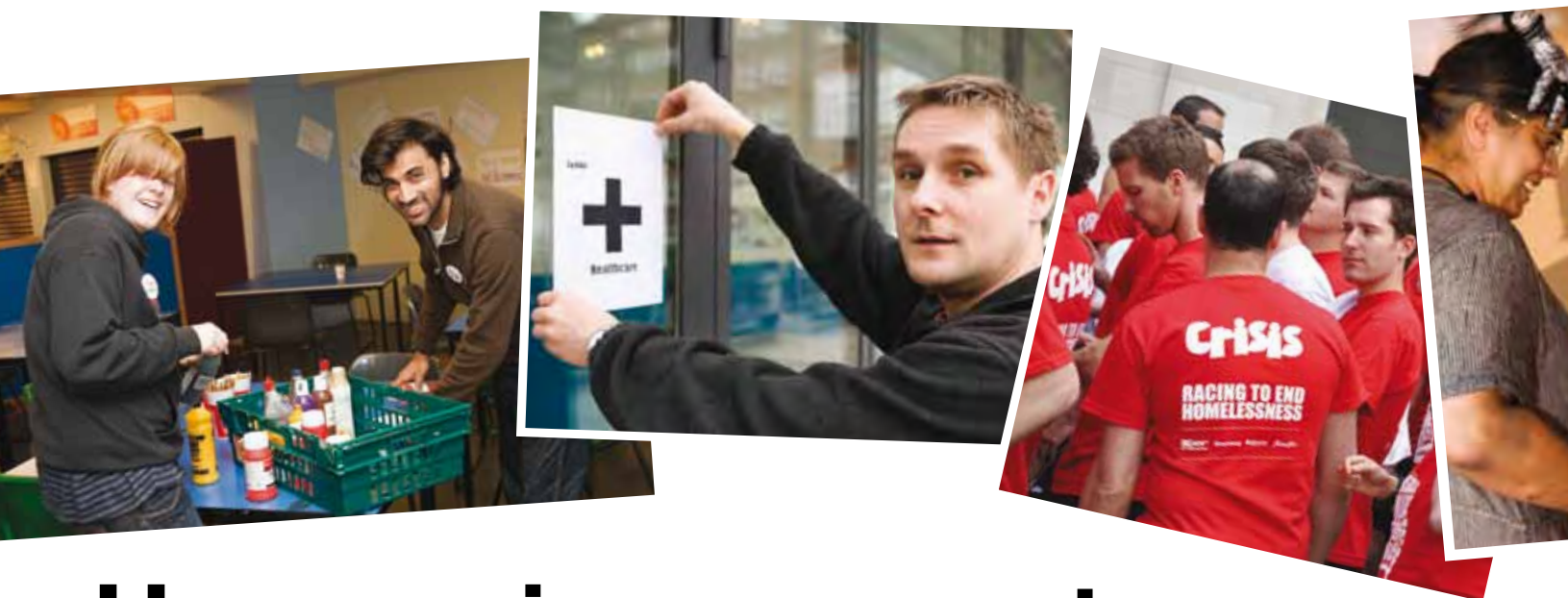
### Outcomes for 2008/9

- Secured the commitment of the Government and Mayor of London to end rough sleeping by 2012. Now closely involved in realising this ambition

- Led the debate on the need to reform Housing Benefit with research and through a series of meetings with civil servants, Ministers and MPs
- Made strong case through media and politicians for preventing homelessness and helping those affected by the recession, while not forgetting those who are already homeless
- Campaigned for new legislation for private tenants whose homes are repossessed from landlords. Secured a Government commitment to introduce new legislative protections
- Delivered a wide-ranging programme of seven influential research projects including "mystery shopping" into local authorities' treatment of single homeless people. Also evaluated our own Crisis Skylight Newcastle and volunteering services

### Targets for 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 and external evaluations
- Gain high level of media coverage achieved to support of our influencing work
- Embed new brand and website to raise public knowledge and awareness of homelessness and our work. 40% increase in new web traffic



# Harnessing support

## Our progress in volunteering

*Volunteers are the backbone of Crisis and now make up part of every team. In June 2009, to mark Volunteers' Week, we published a full evaluation of our Volunteering Programme. This showed that record numbers of volunteers had given us over a quarter of a million hours of time in 2008 and 2009, worth £3.7 million in total.*

The volunteers themselves told us the most important thing for them was the difference volunteering made to their understanding of, and interest in, homelessness issues. 83% said their understanding had improved. The report also highlighted the positive effect volunteers have on many homeless people, who are often inspired to think positively about what they could achieve. Indeed, we also have a client volunteering programme, which has increased the self-esteem and well-being of many of those involved.

In Newcastle, volunteering really took off with the recruitment of our new Volunteer Coordinator. 45 volunteers came from all over the North East to help out on Christmas Day, providing food, entertainment, activities and companionship at the Crisis Skylight centre. In London, too, there were more volunteers for Crisis Christmas than ever: we had over 9,000 applications, and took on 8,400 people, providing more evidence that people want to help others, particularly in a time of recession.

In July 2008 we also launched the Crisis Mentoring Scheme, which we've been successfully piloting for the last two years. This new scheme recruits mentors to offer one-to-one support to our homeless and formerly homeless clients over a 12 month period in London or Newcastle. We've recruited and trained 35 volunteer mentors, who are now working with clients to provide support, guidance and motivation to help them get out of homelessness for good.

**£3.7**  
million  
worth of time given  
by our volunteers

We celebrated all these achievements at the Summer volunteer party in August, on the Thames riverboat, the Dixie Queen, where we also named our Volunteer of the Year: Isabelle Mazzitelli, our millinery tutor at Crisis Skylight London.



**250,000**  
hours of free time  
donated by our  
volunteers in one year



**Left to right**

1. Volunteers prepare the art room at Crisis Christmas
2. A volunteer sets up the healthcare facilities at Crisis Christmas
3. 2,200 took part in the Crisis Square Mile Run in June 2009
4. Leslie Morphy, Chief Executive, presents the Volunteer of the Year Award to Isabelle Mazzitelli
5. The Warr family who volunteer together at Crisis Christmas

**TARGETS AND OUTCOMES**

**Targets for 2008/09**

- Recruit 6500 volunteers for Crisis Christmas 2008
- Recruit and train 50 volunteers in Newcastle
- Recruit and train 20 member volunteers in London and Newcastle
- Recruit and support 30 mentors in London and Newcastle for pilot

**Outcomes for 2008/09**

- Recruited over 8400 volunteers
- Recruited and trained 104 people
- Recruited and trained 35 members in London and Newcastle
- Recruited and placed 35 mentors

**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



**Isabelle**

For the past five years Isabelle has been volunteering at Crisis Skylight London using her expertise in millinery to run the hat making class. Members get the opportunity to learn traditional millinery skills such as blocking hats, felting, trimming and measuring heads accurately.

Isabelle has created a positive learning environment. She has unlocked the creative potential in learners of all abilities with activities such as trips to the V&A museum, where members viewed Stephen Jones millinery exhibition. Members come out of her classes equipped with sound knowledge and skills. With Isabelle's encouragement some have even gone on to study millinery at further education colleges.

Her dedication as a volunteer has transformed the lives of many members at Crisis and she was recently awarded Volunteer of the Year for her outstanding efforts.

# 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 £4.4 million to Crisis - that's 57% of our fundraised income. In addition, many companies, trusts and other organisations support us through financial donations, gifts in kind and grants.*

Crisis would particularly like to thank the following organisations, each of which has given £5,000 or more this year:

- A** Accenture  
Allen & Overy  
Alliance & Leicester  
Ashurst  
Aviva  
Aquila Group Holdings Ltd
- B** BBC  
Babcock International Ltd  
Ballymore  
Bank of America  
Barclays Bank plc  
Barclays Wealth  
BDO Stoy Hayward  
BG Group  
Bloomberg  
Bridgepoint Capital  
BNP Paribas Securities Services  
Building Societies Trust Ltd
- C** Cadbury  
Chartered Institute of Housing  
ClearChannel  
Community Foundation - Included  
Communities Fund  
Community Foundation - Sport  
Relief  
Communities and Local  
Government  
CVC Capital Partners
- D** Delves Charitable Trust  
Department of Health
- F** Fidelity International  
Financial Services Authority  
Financial Times  
French Huguenot Church of  
London Charitable Trust

- Freshfields Bruckhaus Deringer  
Friends Provident
- G** GlaxoSmithKline  
Glencore UK Ltd  
Grosvenor
- H** Harbour and Jones  
Henry Schein
- I** International Power  
Invesco Perpetual
- J** J Geddes Associates  
JTI  
Jupiter Asset Management
- K** Key Trust Company
- L** Learning and Skills Council  
Linklaters  
Lockton  
London Borough of Tower  
Hamlets  
London Housing Foundation
- M** M&G Investment  
Man Group plc  
Marsh UK  
Miller  
Morgan Stanley
- N** Newham College  
Northern Rock Foundation  
Notting Hill Housing Association
- O** Oak Foundation
- P** Pearl and Coutts  
Pearson  
Pret A Manger
- R** Rich Investments  
Rolls Royce  
Royal Bank of Scotland
- S** State Street  
Street Smart  
Swiss Re
- T** Taconic Capital Advisors  
Tata Consultancy Services

- The 29th May 1961  
Charitable Trust  
The Alex & William  
De Winton Trust  
The Awareness Trust  
The Barbour Trust  
The Cheruby Trust  
The D G Charitable Trust  
The Dolphin Square Foundation  
The Dorus Trust  
The Dulverton Trust  
The H B Allen Charitable Trust  
The Henry Smith Charity  
The Monument Trust  
The Popli Khalatbari Charitable  
Foundation  
The RRAF Charitable Trust  
The Savoy Educational Trust  
The Scotshill Trust  
The Scottish Government  
The Worshipful Company  
of Cooks  
Threestring Charitable Trust  
TopMan  
Trafigura  
Tower Hill Trust
- W** We are 'V'
- Y** Young & Co's Brewery

# Partners

*Working with others is increasingly important if we are to provide support for the individual needs of homeless people. Thank you to all our partners.*

- AIMAR
- Architects For Humanity
- B.HUG (Brent Homeless Users Group)
- Bikeworks CIC
- Birmingham City Council
- BrazenBunch
- Broadway
- CAB
- Cardboard Citizens
- City Lit
- Cricklewood Homeless Concern
- Dellow Centre
- Deptford Churches Centre
- Helix Arts
- Islington School of Arts and Media
- Homes and Communities Agency
- Learning and Skills Council
- Look Ahead Housing and Care
- Metropole Learning
- Morley College
- NECCA
- NHS Tower Hamlets Primary Care Trust
- Newcastle College
- Newcastle City Library
- Newcastle City Council Strategic Housing
- Newham College
- Northern Learning Trust
- Oxford City Council
- SIFA Fireside
- St Mungo's
- Schools Plus
- Streetwise Opera
- The British Museum
- The Cardinal Hume Centre
- The Connection at St Martin's
- The Passage
- The Salvation Army
- Thames Reach
- Tower Hamlets College
- Turning Point
- Tynedale Eye Clinic
- Tyneside Cyrenians
- Voicemail for All
- WorkDirections
- Your Homes Newcastle

# WHO'S WHO

*Our Patron, Trustees and Vice Presidents bring a wealth of knowledge and experience and provide vital support. We are incredibly grateful for their energy and commitment throughout the year and look forward to working closely with them again.*

## **Patron**

HRH Princess Alexandra,  
the Hon Lady Ogilvy, GCVO

## **Vice Presidents**

Lord Alton of Liverpool  
Jonathan Dibleby  
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**

Hugh Biddell \* #  
Tom Bolger (resigned 12 February 2009)  
Nigel Carrington \* ~ #  
Tim Child (appointed 12 February 2009)  
Liz Cleaver  
Jane Furniss ~  
Philip Graf CBE (Vice Chair of Trustees) ^  
Heather Lamont \*  
Hannah Lownsborough  
John Samuel (appointed 13 March 2009)  
Canon Bruce Saunders  
Murray Shanks  
Paula Sussex \*

\* Trustee member of the Finance Committee  
^ Trustee member of the Nominations Committee  
~ Trustee member of the Remuneration Committee  
# Director of trading subsidiary, Crisis at Christmas Ltd

### **Company Secretary**

Lucy Penna (resigned 29 May 2009)  
Tim Morris (appointed 29 May 2009)

### **Senior Management Team**

Leslie Morphy	Chief Executive
Patrick Lewis	Director of New & Inspirational Spaces (resigned 04 December 2008)
Tim Morris	Director of Corporate Services (appointed 29 May 2009)
Andrew Page	Director of Fundraising
Lucy Penna	Director of Corporate Services (resigned 30 June 2009)
Philippa Power	Director of Communications (until 05 May 2009, now Head of Communications)
Duncan Shrubsole	Director of Policy & External Affairs
Micky Walsh	Director of Client Services

# TAKE ACTION TO END HOMELESSNESS

There are lots of ways you can help us end homelessness



Take a look at our website [www.crisis.org.uk](http://www.crisis.org.uk) to find out more

**Crisis Head Office and  
Crisis Skylight London**

66 Commercial Street  
London E1 6LT  
Tel 0844 251 0111  
Fax 0844 251 0110  
Web [www.crisis.org.uk](http://www.crisis.org.uk)

**Crisis Skylight Newcastle**

City House, City Road  
Newcastle NE1 2AF  
Tel 0191 2220622

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

**Homelessness ends here**