

**DEDICATED  
TO ENDING  
HOMELESSNESS**

# CHANGING LIVES

We made our 1,000th Changing Lives Award in 2007, helping Charles Morley start a business selling fair trade products.



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# CRISIS OPENS IN NEWCASTLE

Homelessness Minister Iain Wright opened our new Skylight learning and activity centre in Newcastle. It's a vital new step towards ending homelessness in the North East.

# FANTASTIC VOLUNTEERS

In just seven days over Christmas, 7,000 people gave 170,000 hours of their time (or 19.4 years), so we could welcome more than 1,800 guests at eight centres.

Our first youth volunteering project was a terrific success. One of the volunteers won a national Young Achievers Award 2008 for his involvement.

## YOUTH VOLUNTEERS

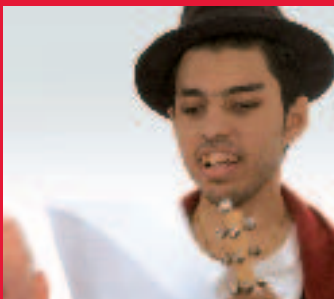


# CRISIS CONSEQUENCES

Our fundraising super-gig at the Roundhouse in London featured stars like Pearl Lowe, Paul Weller and Supergrass.



# RECORD BREAKING FUNDRAISING



2007's Christmas Card Challenge raised more than £1 million, and won the 'charity marketing campaign of the year' award.

# END ROUGH SLEEPING

Crisis was a joint host of the hustings at which new London Mayor, Boris Johnson, pledged to end rough sleeping by 2012.



# ENDING HOMELESSNESS STARTS HERE...

**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 people to transform their lives. 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.**

# ENDING HOMELESSNESS FOR GOOD

In 2007–08, Crisis reached its 40th anniversary. It is a tragedy and a scandal that homelessness remains such a critical issue, so long after we were founded. But our 40th anniversary was also an opportunity to celebrate our many achievements since 1967, and to re-state our mission to end homelessness for good.



# Chairman's introduction

Our anniversary was marked with a gathering at Lambeth Palace, as guests of the Archbishop of Canterbury. This landmark occasion brought together old friends and new, including some of those who first established Crisis in furious protest against the iniquity of homelessness.

As he revealed on the day, the Archbishop himself volunteered for Crisis as a young man. He spoke movingly about the impact the experience had on him. In this report, we look at the impact Crisis continues to make, both on those we aim to help and on those who volunteer. For many, volunteering is an experience they will always remember. It keeps them close to Crisis, and to the fight to end homelessness.

We could not change so many lives without the hard work and commitment of our volunteers. This year, for the first time, we ran a pilot project for young volunteers, and one of the young people involved won a national Young Achievers Award – fantastic recognition for him and for us. At Christmas, a total of 170,000 hours were volunteered in just seven days (that's more than 19 years' worth of time). Next year, we will increase the support we provide to vulnerable individuals by launching a programme that matches them with volunteer mentors and coaches.

Our anniversary year also saw us getting back to our roots, with a campaign called 'Put rough sleeping to bed for good.' The number of people sleeping rough has decreased in the last 10 years, but far too many people still spend the night on our streets. Worse, the decline in rough sleeping has stalled – and new people end up on the streets all the time.

The launch of this campaign coincided with a Government review of the national rough sleepers' strategy, and with elections for the Mayor of London. In response to a hustings question from a Crisis Skylight member, London's new mayor, Boris Johnson, made a commitment to end rough sleeping in London by 2012. We aim to hold him to that commitment.

This year is also the culmination of our 2004–08 strategy. During this time, we have grown as an organisation: funding is up from nearly £7.5 million to more than £11.5 million, and our staff team has doubled. As Chairman throughout this period, I would like to thank all those who have helped build Crisis into the organisation it is now. I look forward to continuing in the Chair while we establish an even more ambitious programme to help more people in more places across the UK.

**Sir David Bell**  
Chair of Trustees

# MAKING CHANGE HAPPEN

**The impact of our work can be measured by the effect Crisis has on people's lives, and the extent to which we engage others in our work.**

We create opportunities for our clients. But we make an impact in other ways, too: by campaigning, by encouraging people and organisations to become supporters, and through our research, which demonstrates the problems faced by homeless people and the success of our approach.

Our new five-year strategy sets out our plans for the future. We want to extend our Crisis Skylight centres, putting them at the heart of life in up to 9 cities across the country. The Minister for Homelessness formally opened Crisis Skylight Newcastle in September 2007. We are now planning new centres in Oxford and Birmingham, with funding from the Government's Places of Change programme.

We plan to extend our services not only in scale, but also in scope. In the coming year, we will pilot a mental health service to assess the needs of people in our centres, and give them ongoing support. We're also leading a new partnership to tackle the disadvantages homeless people face in the labour market.

Ultimately, every homeless person wants a home. We have developed two models for helping people get into housing. The most ambitious is still on the drawing board: our plan to develop an 'urban village' in east London came up against the vagaries of the planning system. After careful consideration with our partners, we decided it was not possible to deliver this groundbreaking development. But the need for affordable accommodation remains urgent. So we are considering alternatives that will embrace the spirit of the original idea, and meet the needs and aspirations of local people.

The second solution, Crisis SmartMove, has been extremely successful. SmartMove is a network of rent guarantee schemes supported by Crisis. It enables homeless people, many of whom are ineligible for social housing to rent from private landlords. This year we also completed research which shows the cost-benefit of such schemes. Over the next five years we will continue to pursue new housing solutions for single homeless people.

We have set ourselves ambitious goals. They demand an ambitious growth in income. This year, we raised more than £1 million through our Christmas Card Challenge, developed with our Skylight clients. It was awarded the Professional Fundraiser's 'charity marketing campaign of the year'.

Realising our ambitions will take many more creative ideas like this. Our target is to double the number of individual supporters, and we must attract new corporate supporters. The year ahead will be challenging, especially if the economic climate makes it harder for people to donate, as well as creating greater demand for our services.

You'll have noticed that we have changed our brand identity. After a comprehensive review, and the development of our new strategic plan, it was clear we needed something fresh. The new look is positive and energetic, and most importantly, it reflects how homeless people want to be seen and heard.

Homeless people are still invisible to many. We want people to take a fresh look at Crisis, and how we tackle homelessness. We believe our new identity will help encourage more supporters to get on board and join us in ending homelessness.

As we finalise this report, we are witnessing the impact of the global financial crisis on the UK economy. Thousands of people are losing their jobs and many will see their homes repossessed. We are urging Government to take swift action to limit the impact of this human crisis. We are also preparing to meet a greater demand for our life-changing services this Christmas and the year ahead. We need the help of our supporters more than ever.

**Leslie Morphy**  
Chief Executive

#### Strategic objectives and actions: 2008 – 2013

1. Extend and expand our services across the UK
2. Transform the lives of individual homeless people by providing clear progression routes built on engagement, education, employment and empowerment
3. Eliminate barriers to transformation and enable homeless people to find stability, enjoy rewarding lives and integrate into mainstream society
4. Develop a portfolio of housing solutions that sustain and maintain homeless people in homes they can call their own
5. Increase Crisis' reputation, profile and expertise, to end homelessness and promote the integration of people who have been homeless
6. Raise the money we need to support our plans for growth
7. Maximise our efficiency and develop our capabilities and capacity to grow and deliver



# Crisis Skylight

## You don't lose your potential just because you lose your home.

The Crisis Skylight learning and activity centres are at the heart of Crisis. They're about transforming individual lives in a supportive community. This is what we do.

The centres offer practical, creative workshops and formal learning opportunities, which lead to qualifications and employment. They also link homeless people to the wider community – both through the volunteers themselves, and through the connections we foster with a range of people and organisations.

At Crisis Skylight, homeless people discover a warm, welcoming environment. One that encourages them to get involved and develop their creativity, skills and knowledge. The two centres, in London and Newcastle, offer more than 70 workshops a week in subjects such as art, carpentry and plumbing, literacy, numeracy and IT. Last year, almost 1,300 people took part.

You may lose your home, but you never lose your potential as a human being. We believe in that potential, and our experience shows that taking part in creative and learning activities can transform lives. We see it every day, as people gain accreditation, then move on to further education, training or new employment.

The Crisis Skylight centres in London and Newcastle are just the beginning. We're planning similar centres in other cities across the UK.

### OBJECTIVES 07-08

950 people to attend an activity or class

250 people to achieve accredited qualifications

140 people into further education or training

55 people into paid employment

### IMPACT 07-08

1,299 people attended an activity or class

293 people achieved accredited qualifications

213 people into further education or training

57 people secured paid employment

### TARGETS 08-09

1,430 people in learning activities

450 people gaining accredited qualifications

265 people into further education or training

130 people into paid employment

Establish a mental health service in London

Establish a mentoring service



Members of Crisis Skylight attend an English Language class

# JIMMY:

## back in business

Jimmy Forbes was doing well, running a successful outdoor education business abroad. But after his relationship broke down, his business also collapsed. Jimmy returned to the UK without a home to go to. He had nowhere to stay and no means of re-starting his business.

Luckily, Jimmy was referred to Crisis Skylight. We gave him support and guidance, and he signed up for an art class. Soon, he found himself trying other classes, too.

Jimmy's one goal was to get started in business again. And his experience at Skylight inspired him to start a business that could help disadvantaged people.

Our first step towards that goal was to help him into supported accommodation, and put him in touch with organisations who could help. Jimmy developed his IT skills at Skylight, while we helped him research his idea and write a business plan.

He also needed to get some money together, so we helped him with job applications and set up mock interviews for him. Thanks to a Crisis Changing Lives award, he was also able to complete a new qualification, and right now he's setting up his water sports business. Jimmy's back.



# UNLIMITED POTENTIAL

# Crisis Skylight Café



Crisis Skylight Café in Newcastle prepares for busy trade at lunchtime

## Give people a chance, they'll do the rest.

The cafés attached to our Skylight centres in London and Newcastle are more than just a handy source of income. They're run as social enterprises: working cafés that also offer accredited catering and hospitality training, and the chance to work in a thriving commercial environment.

Their reputation is growing, too. Each week, more than 1,000 people come to the London café, including groups of 'regulars' for whom we've become the breakfast and lunch venue of choice. The café also has a budding catering service: this year it hosted art and music events, and even a wedding reception.

It's notoriously difficult to run a social enterprise, improving skills and providing employment at the same time as achieving commercial success. But we believe we're getting the right balance in London and Newcastle; the cafés are thriving businesses and home to an established, accredited training programme.

### OBJECTIVES 07-08

85 homeless people to participate in training programme

25 trainees to achieve accredited qualifications

35 trainees to gain paid employment

### IMPACT 07-08

100 people interviewed, of whom 46 took part in the training

14 trainees secured paid employment

No trainees accredited, due to delays establishing the programme

Income of the London Skylight café up by 37%

### TARGETS 08-09

68 people to participate in training programme

25 trainees to achieve accredited qualifications

30 trainees to secure paid employment

Accreditation of Skylight activities and vocational classes

Establish employment and progression service in London

Refurbish café in partnership with sponsor

# ELLIOT:

## in the kitchen and on his way

We don't just help people get out of homelessness. We also have a role in preventing people becoming homeless in the first place.

Elliot, 19, suffers from ADHD and Tourette's. He's a shy young man, but has always had an interest in cooking. So in April 2008, he started work experience at the Crisis Skylight Café. And in just four months, he learnt all about working in a busy kitchen. From the basics of chopping and dicing, Elliot flourished and became a crucial part of the team.

Not long ago, Elliot had the chance to apply for an apprenticeship at Jamie Oliver's Fifteen restaurant. Our café staff helped with the application, and supported him through the five gruelling rounds of interviews. It was all worth it: Elliot became one of 20 people chosen from over 300 applicants to be an apprentice at Fifteen.

This is what it's all about. Skylight helped Elliot develop his passion for cooking, and gain vital experience in a busy kitchen. We helped him believe in a future where he can build a fulfilling and successful career. A future free from homelessness.



# IMPROVING SKILLS

SKYLIGHT  
A home for homeless

# BRIAN:

Brian didn't get the best start in life. At a young age, he was skipping school, and getting into binge drinking and drugs. Later, he found his own flat, but couldn't keep up with the rent. He ended up being evicted and became homeless, caught up in a vicious cycle.

With the right help, Brian eventually managed to get into a treatment programme. But he had fallen into destructive patterns, smoking and piling on weight until he weighed 24 stone. The final breakthrough came when he decided to quit smoking and lose weight.

As the pounds fell away, so did a lot of Brian's negative feelings about life. His new-found optimism and energy inspired Brian to start a new business venture, based on his own healthy lifestyle. He would grow and sell his own wheatgrass.

His business plan won Brian a Changing Lives award of £1,422. As venture capital goes, a miniscule sum, but it was enough to get Brian the juicer and other equipment he needed. Since then, his business has gone from strength to strength. His ultimate aim is now to educate people on the basics of body chemistry.

Brian's achievement was recognised last year when he was declared the overall Barclays Achiever of the Year at the Crisis Changing Lives awards.



# INDIVIDUALISED SUPPORT

# Crisis Changing Lives

## Small investment. Big return.

Here's an idea that lives up to its name. The national Crisis Changing Lives award scheme helps homeless people achieve their career goals and become independent again.

The scheme provides financial and mentoring support, as well as grants to pay for training courses, tools and equipment, or to help set up a business. So often, a relatively small amount of money can make all the difference between dreams just out of reach and dreams realised. Changing Lives can make that difference.

Each year, we make grants of up to £2,500 to 200 people across the UK. Each applicant must submit a business plan outlining their vocational goals, key milestones and a budget. Our panel then assesses each application. Since the scheme began in 2002, we've helped more than 1,000 formerly homeless or vulnerably housed people.

This year, Charles Morley became the recipient of our 1,000th award, which helped him establish a business selling fair trade products. His story is yet more proof that a little bit of money, combined with expert, individualised support, really can change a life forever.



Charles Morley, proud recipient of our 1000th Crisis Changing Lives Award

### OBJECTIVES 07-08

Make 215 grants, worth £191,500

120 recipients to undertake recognised vocational training

45 people to gain paid work, or become self-employed

150 recipients to report an increase in their self-esteem and confidence

### TARGETS 08-09

Make 215 award grants totalling £195,000

Provide funding for 160 people to complete accredited training

75 recipients to gain paid employment or become self-employed

Help 135 recipients make new social contacts as a result of attending training or finding employment

### IMPACT 07-08

207 award grants made totalling £188,909

162 recipients undertook recognised vocational training

75 recipients gained paid employment or became self-employed

206 recipients reported that their self esteem and confidence increased

# Crisis SmartMove

## Pragmatic idealism.

Anyone who's been homeless will tell you that they hope for a chance to move into social housing. In an ideal world, that's what we'd like, too. But the reality for single homeless people is that social housing is as much a distant dream as actually owning a home. The waiting lists are long, and the legal framework gives priority to certain groups, meaning that most single homeless people never get the housing they so desperately need.

We realised that we could either bang our heads against that brick wall, or we could come up with another solution. The solution is Crisis SmartMove, which opens up the private rented sector.

It does so by offering landlords a guarantee instead of a deposit, enabling homeless and vulnerably housed people to secure rented accommodation.

The scheme is delivered in partnership with local agencies, under license from, and supported by Crisis. During the year, we gave advice or assistance to over 6,700 people, in 25 locations across the UK. Of those people, more than 1,100 were housed.

At Crisis we have also established an advisory service for the homeless sector, through which we support the development of rent guarantee schemes and private rental solutions. This year, we also launched a good practice guide and set up a programme of events and training for the sector.

Crisis SmartSkills operates from seven SmartMove centres, providing a City & Guilds accredited learning programme that helps tenants build their confidence and basic skills, sustain their tenancies and escape homelessness for good.

OBJECTIVES 07-08
6,000 people to receive housing advice
1,000 people to access accommodation
180 people to participate in SmartSkills
100 people to gain accredited qualifications

IMPACT 07-08
6,784 people received advice and assistance
1,139 were assisted into accommodation
259 people or organisations received information about delivering a private sector scheme
138 participated in SmartSkills: 49 completed a learning programme, 72 went into further education, and 25 found work

TARGETS 08-09
Provide housing advice to 6,000 people
Help 1,000 people into accommodation
Provide advice and guidance to over 200 agencies and 300 individuals
150 people to participate in SmartSkills
90 people to gain qualifications
Full evaluation of the SmartSkills programme



A Crisis SmartMove client gets keys to a new home

# A PLACE TO CALL HOME



## DAVID:

**'I never knew if I'd wake up the following morning'**

David had a troubled upbringing, and turned to alcohol at just eleven years old. His addiction just got worse, and by his mid-twenties he'd lost his job and was forced to leave his home. He was completely distraught, drinking more than ever before. Within months of sleeping rough, he ended up in hospital with a liver malfunction.

Although he survived the scare, he was in very poor health. Finding permanent accommodation was near impossible. He moved from place to place, but without a permanent roof over his head, he was never going to be able to tackle his alcoholism.

Crisis SmartMove might just have saved David's life. We helped him find a suitable home, and then, through SmartSkills, helped him develop new skills and a fresh confidence. From there, he went to college and successfully studied computer maintenance.

Now, David dreams of setting up a new home in Australia to be closer to his mother. He has a future again: something he'd despaired of when he was on the streets.

# ALEX:

**'I now have so much more confidence'**

Alex was made redundant from his job in the City. The market changed and a drop in demand for his specialist skills meant he found it hard to find new employment.

Before long Alex found himself deep in debt and behind with the rent. He spent six months sleeping on friends' floors, but began to feel like he was becoming a burden.

He then resorted to sleeping on the streets before getting a place in a hostel. But after coming to Crisis Skylight to re-train, Alex has set himself on the road out of homelessness. He has also used his time and skills to help other homeless people.

He helped set up the IT for Crisis Christmas last year and is now combining his studying for a qualification in IT with voluntary teaching at Crisis Skylight. Alex looks forward to a brighter future and hopes to get back into paid employment soon.



# BRIGHTER FUTURES

# Crisis Christmas



A Crisis volunteer welcomes guests to Crisis Christmas

## First steps out of homelessness.

We're probably still best known for Crisis Christmas. Today, our work at Christmas continues to evolve to meet the changing needs of homeless people. We run temporary centres offering shelter for the most vulnerable, and companionship and support for those in temporary accommodation. Just as importantly, we provide our life-changing services, which run all year, helping people take the first step out of homelessness.

In 2007, we operated eight Christmas centres across London. They offered medical and dental care, housing and legal advice, and resources to help people develop and enhance their skills.

Our partnerships with other organisations are critical to the success of Crisis Christmas: we team up with partners like Citizens Advice Bureau, Jobcentre Plus, housing agencies and others to ensure that Crisis Christmas is more than just a temporary 'patch'. We want to have a lasting effect on our guests' lives.

Of course, we never forget the importance of companionship at this difficult time of year. Our nutritious meals and entertainment programme help make every guest feel part of a community. None of this would be possible without our volunteers. We want to say thank you to the 7,000 volunteers who served more than 30,000 meals over seven days, helping make Christmas 2007 a special occasion for our 1,800 guests.

### OBJECTIVES 07-08

Provide shelter and support to 2,000 homeless and vulnerably housed people

Deliver 20 vital services, including medical, employment and housing advice

Help 200 guests improve their housing situation

Provide learning opportunities at Crisis Skylight during the week

### IMPACT 07-08

More than 1,800 guests across the eight centres

Everyone had access to our services

706 people received medical treatment

More than 150 people received housing, financial, benefits and legal advice

First Christmas progression fair at Crisis Skylight saw 50 people sign up for courses

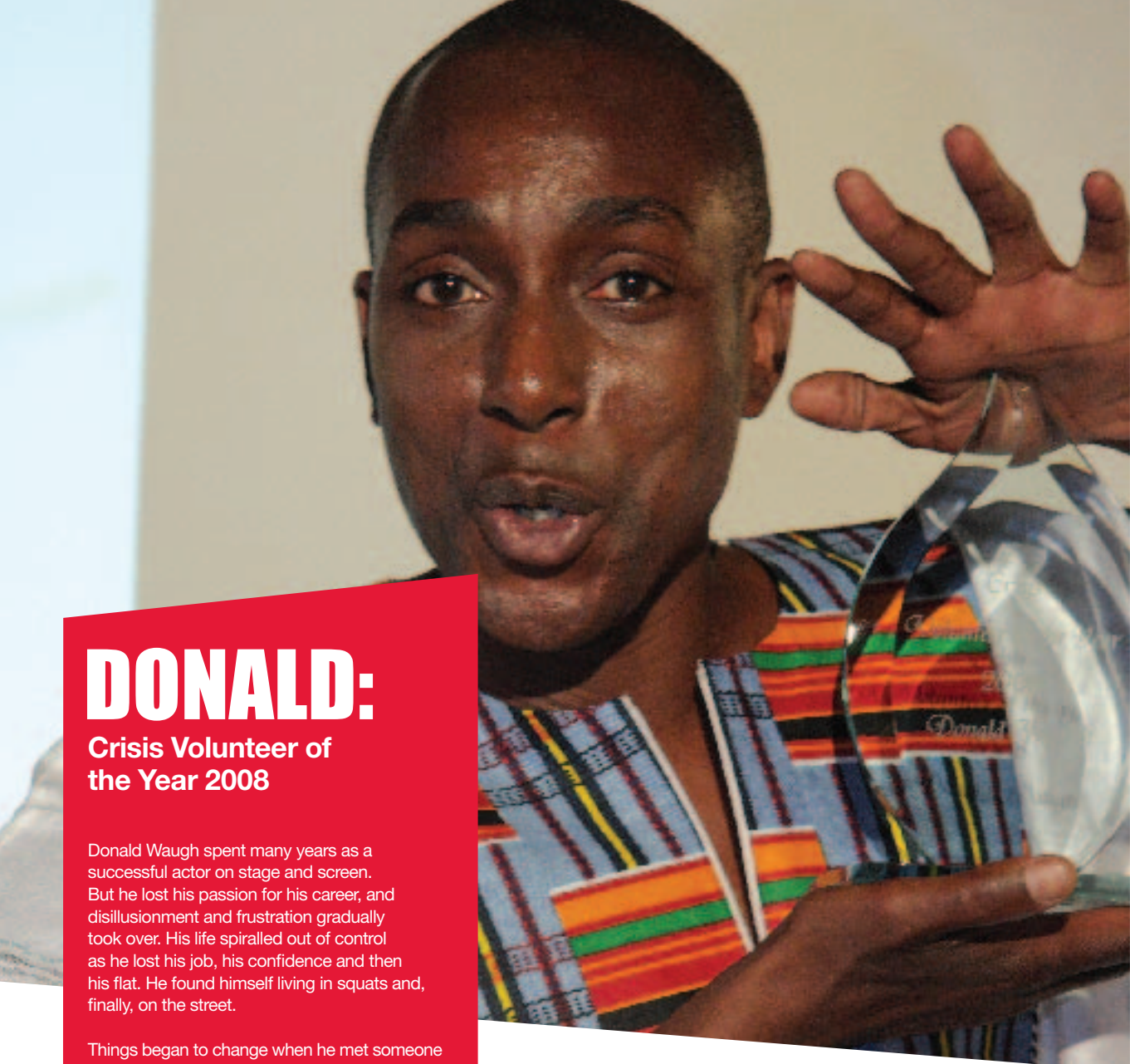
### TARGETS 08-09

Shelter and support for up to 2,000 homeless and vulnerably housed 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



# DONALD:

## Crisis Volunteer of the Year 2008

Donald Waugh spent many years as a successful actor on stage and screen. But he lost his passion for his career, and disillusionment and frustration gradually took over. His life spiralled out of control as he lost his job, his confidence and then his flat. He found himself living in squats and, finally, on the street.

Things began to change when he met someone at a London homelessness charity who believed in him, and found him accommodation. Donald continued to rebuild his self-esteem at Crisis, where he has used his talent to help homeless people develop their confidence through drama.

Later, Donald volunteered to teach English at Crisis, and co-founded our English Club. Through his fun, innovative classes, many shy and anxious members have flourished into confident people, able to speak out for themselves and find a way out of homelessness. It's an achievement that made Donald a very worthy first recipient of our Crisis Volunteer of the Year award.

# GIVING SOMETHING BACK

# Crisis Volunteering

## Time can be the most valuable gift of all.

For many years, Christmas has been the main focus for volunteering at Crisis. But today, we rely more and more on volunteers, all year round. Many of the workshops in our Skylight centres are run by volunteers, and we also give members of our learning and activity centres the chance to volunteer.

This year we've worked with V, the youth volunteering charity, on a programme encouraging young people to try volunteering. It's been a tremendous success, producing a surge of enthusiasm and new ideas from the young people involved. Indeed, one of our volunteers won the national Young Achievers Award 2008 for his work on the project.

In 2008/09, we'll be formally evaluating the role of volunteering in Crisis, and its impact on clients and volunteers alike. We're also launching a new programme that matches people with volunteer mentors and coaches, who can provide expert advice and assist with personal development.



Youth volunteer Dean wins National Young Achievers Award 2008

### OBJECTIVES 07-08

Recruit 6,000 volunteers for Crisis Christmas

Recruit 50 young volunteers and deliver successful events

20 members to complete the member volunteering programme

Train 100 non Christmas volunteers

### TARGETS 08-09

Recruit 6,500 volunteers for Crisis Christmas 2008

Recruit and train 50 volunteers in Newcastle

Recruit and support 20 member volunteers in London and Newcastle

Recruit and support 30 mentors in London and Newcastle for pilot project

### IMPACT 07-08

7,000 volunteers at Crisis Christmas

Recruited 65 youth volunteers, and successfully delivered projects

17 members completed the volunteering programme

Trained 120 non Christmas volunteers

# Influencing

## Campaigning for change.

As well as providing practical support and services for homeless people, it's vital we increase public and political understanding of homelessness. We aim to end homelessness for good, by preventing people becoming homeless in the first place. And in 40 years of work, we've built up a huge body of expertise and experience.

We use that to make the case for solutions and improved services for single homeless people. We influence policy makers and politicians by commissioning and conducting research, using insights drawn from our services, and campaigning for change.

The last year has been one of anniversaries. 30 years since the 1977 Homeless Persons Act we highlighted that most single homeless people are still not entitled to assistance or housing from their local authority even if sleeping rough and despite this being a time of great housing instability.

It's also ten years since the Government set a target to reduce rough sleeping to 'as close to zero as possible'. We launched our campaign, 'Put rough sleeping to bed for good', to call for new efforts on this front, and a new approach. The Government has announced a consultation on a new strategy, and we have since been working hard to articulate the views of our clients.

Our campaign, 'Weapons of Mass Instruction – fighting homelessness through learning and skills', culminated in an event at the Labour Party Conference. The Minister for Skills, David Lammy, recognised the powerful role new skills can have in tackling homelessness. And we were delighted when the Government answered a key demand of the campaign by announcing £70m for the Places of Change programme.



Housing Minister, Iain Wright MP

May 2008 saw the election of a new Mayor for London. The capital has one of the UK's highest rates of homelessness, so during the campaign we co-hosted a hustings to make sure this issue was on the new Mayor's agenda. All three candidates committed to a target of ending rough sleeping in London by 2012. We kept up the pressure throughout the campaign, and were invited to meet with Boris Johnson's advisers after his appointment.

The Government's commitment to build three million new homes was great news. But for single people not eligible for social housing, the private rented sector (PRS) has always been critical. As the pressure on housing increases, so does the importance of the PRS.

Working with the London Housing Foundation, we conducted a comprehensive study of PRS access schemes. The resulting cost-benefit analysis makes a powerful case that all local authorities should run such schemes, which would save them money in the long-run.

Lastly, both in our own work and in response to Government consultations, we've continued to highlight the importance of informal adult learning, the problems in the housing benefit system, and the need for welfare and housing reform that will support, rather than penalise, single homeless people.

The work goes on.

'I really enjoyed my visit to Crisis Skylight Newcastle and was hugely impressed by what I saw...Crisis' commitment to helping the most vulnerable people in our society serves as an inspiration to us all.'

Iain Wright MP



Campaign to end rough sleeping for good

## OBJECTIVES 07-08

Put single homeless people at the forefront of relevant policy debates, particularly making the case for new affordable rental housing for homeless people

Deliver cutting-edge, innovative research, disseminated for maximum impact

Hold events and work with Government to raise the profile of single homeless people, the issues they face, and Crisis' services, research and public policy positions

## IMPACT 07-08

Weapons of Mass Instruction campaign helped secure new funding for the Places of Change programme

Published persuasive research on the case for PRS access schemes for single homeless people

Got the new Mayor of London to commit to ending rough sleeping in the capital by 2012, and the Government to develop a new rough sleeping strategy

Made the case for more housing, and for new entitlements to accommodation, and argued for single homeless people against greater compulsion in housing and welfare reform debates.

Used our services to launch research, host discussions and to bring national and local government into contact with homeless people and the issues they face

## TARGETS 08-09

Prepare and 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

# ADVOCATING SOLUTIONS



## Homelessness is not party political

We work with politicians across the political spectrum in the fight to end homelessness. In October, the Homelessness Minister Iain Wright officially opened Crisis Skylight in Newcastle and in November we held a reception in parliament with MPs to mark our 40th Anniversary. It was also great to see David Cameron launch the Conservative's new Homelessness Foundation at Skylight in London (left). Other visitors to our services, who came to learn more about the issues, and the work we do, included the All Party Parliamentary Group, the Welfare Reform Minister Stephen Timms, and the Secretary of State for Work and Pensions, James Purnell.

# New partnerships and developments

## Together we can end homelessness.

Strong partnerships with other organisations help us offer more services in more places to more people. Our plans to develop new Crisis Skylight centres in Oxford and Birmingham are both good examples of this partnership approach.

In Oxford, we're working with the City Council and a range of local arts organisations, homelessness charities and social enterprise agencies to develop the Old Fire Station in the city centre. Funded by central Government, the building will be completely refurbished to create vibrant spaces for performances, exhibitions and social enterprises that benefit the whole community.

In Birmingham we are working with the City Council and in partnership with local provider SIFA Fireside. Our aim is to convert a vacant Grade II listed inspirational building into an integrated model of care for homeless and socially excluded people. Agencies such as the Primary Care Trust will also complement our services.

One of our key priorities is to help improve our clients' health. We're piloting a mental health service, in partnership with the Tower Hamlets PCT, employing a specialist who can provide assessments and referrals for clients.

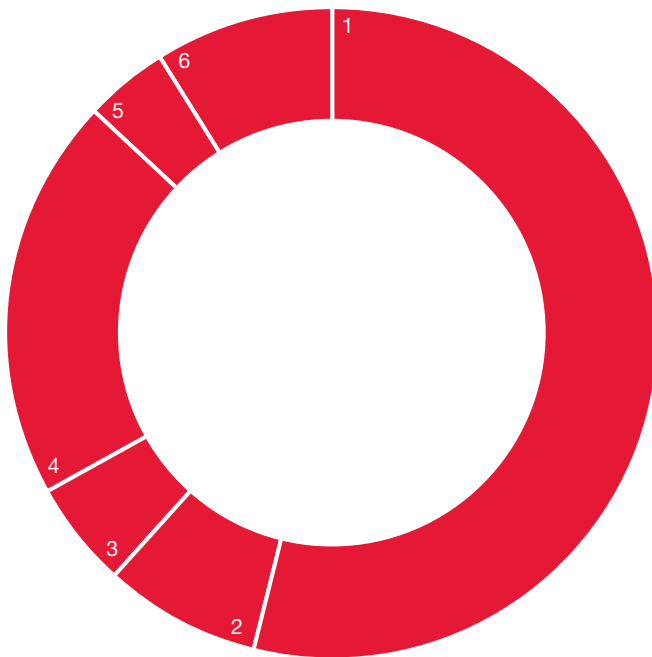
Homeless people are at a major disadvantage when it comes to finding work. Having successfully applied for Skills for Jobs funding, we will lead a new partnership programme across London. This will be a co-ordinated approach to tackling the disadvantages homeless people face in the labour market.

TARGETS 08-09
Secure a building in Birmingham for the new 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



# BUILDING STRONG PARTNERSHIPS

# WHERE IT COMES FROM



- 1 Donations and legacies **£6.2m**
- 2 Grants **£0.9m**
- 3 Trusts **£0.6m**
- 4 Gifts in kind and donated services and facilities **£2.3m**
- 5 Events **£0.5m**
- 6 Other **£1m**

## How we raised our income

In the year ended 30 June 2008, Crisis raised £11.5 million which enabled us to deliver a range of life-changing services to homeless people. Of the £6.2 million donations and legacies received, £4.5 million came from individual donors and community groups and £1.7 million came from corporate supporters. Donations of gifts in kind, services and facilities amounted to £2.3 million, including advertising space, pro bono services and donated buildings and facilities for Crisis Christmas, conferences and seminars.

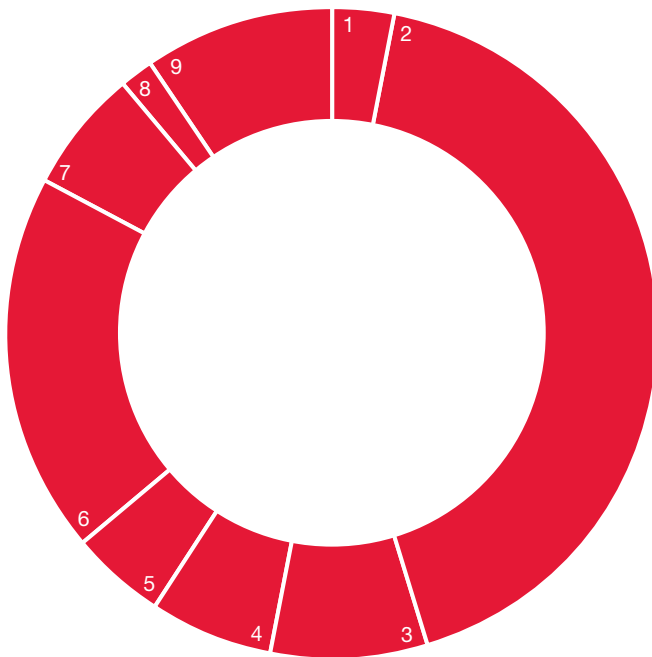
# WHERE IT GOES

Charitable expenditure  
2007—08

## How we spent the money

£2.7 million of expenditure related to Crisis Skylight centres in London and Newcastle.

\*£0.7 million of the £1.2 million expenditure on Crisis Christmas comprised donated goods and services.



- 1 Volunteering projects **£0.2m**
- 2 Crisis Skylight (incl. Learning Zone) **£2.7m**
- 3 Crisis Skylight Café **£0.5m**
- 4 Crisis SmartMove **£0.4m**
- 5 Crisis Changing Lives **£0.3m**
- 6 Crisis Christmas **£1.2m\***
- 7 New Developments **£0.4m**
- 8 Employment opportunities **£0.1m**
- 9 Influencing **£0.6m**

# Financial summary

## Consolidated statement of financial activities

For the year ended 30 June 2008	2008 £m	2007 £m
<b>INCOMING RESOURCES</b>		
<b>Incoming resources from generated funds:</b>		
Voluntary income		
Donations, legacies and similar income	6.8	6.8
Grants	0.9	1.4
Gifts in kind	0.2	0.5
Donated services and facilities	2.1	1.7
Activities for generating funds		
Events	0.5	0.4
Commercial Trading Operations	0.2	0.1
Incoming Resources from charitable activities	0.2	0.1
Investment income	0.4	0.4
Other income	0.2	0.2
<b>Total incoming resources</b>	<b>11.5</b>	<b>11.6</b>
<b>RESOURCES EXPENDED</b>		
<b>Costs of generating funds</b>	<b>4.4</b>	<b>3.7</b>
<b>Net incoming resources available for charitable application</b>	<b>7.1</b>	<b>7.9</b>
<b>Charitable expenditure</b>		
Crisis Christmas	1.2	1.4
Influencing	0.6	0.5
Crisis SmartMove	0.4	0.6
New Developments	0.4	0.3
Crisis Skylight (incl. Learning Zone)	2.7	2.2
Crisis Changing Lives	0.3	0.3
Volunteering projects	0.2	0.2
Crisis Skylight Café	0.5	0.3
Employment opportunities	0.1	0.0
<b>Total Charitable expenditure</b>	<b>6.4</b>	<b>5.8</b>
Governance costs	0.1	0.1
<b>Total resources expended</b>	<b>10.9</b>	<b>9.6</b>
<b>Net incoming resources and movement in funds</b>	<b>0.6</b>	<b>2.0</b>

## Consolidated Balance Sheet

As at 30 June 2008	2008 £m	2007 £m
<b>Fixed Assets</b>		
Tangible fixed assets	2.4	2.5
Investments	0.5	0.0
	2.9	2.5
<b>Current assets</b>		
Investments	6.9	7.0
Debtors	0.6	0.5
Cash at bank and in hand	0.4	0.2
	7.9	7.7
<b>Creditors: Amounts falling due within one year</b>	-0.4	-0.4
<b>Net current assets</b>	7.4	7.3
<b>Total assets less current liabilities</b>	10.3	9.8
<b>Net assets</b>	10.3	9.8
Represented by:		
Unrestricted income funds		
General fund	2.6	2.5
Designated funds	1.4	1.0
Restricted income funds	6.3	6.3
<b>Total funds</b>	10.3	9.8

For a full copy of Crisis' 2007/2008 Report and Accounts please visit [www.crisis.org.uk](http://www.crisis.org.uk)

### Our reserves policy

Crisis' reserves policy aims to ensure that maximum funds are spent on our vital projects and partnerships, whilst allowing us to honour those commitments in the event of an uncertain fundraising environment.

# THANK YOU

We couldn't achieve anything like as much as we do without the 80,000 individual supporters, and the many companies, trusts and other organisations who have given donations and grants over the past year. Much of our support comes from committed donors, who support us with regular donations. This provides invaluable stability, allowing us to plan ahead and commit resources to support homeless people.

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

A Quick Sale  
Accenture  
Alfred McAlpine plc  
Allen & Overy  
Alliance & Leicester  
AMEC plc  
Amlin Corporate Services Ltd  
Ashurst  
Audiolink Ltd  
Axa Rosenberg Investment Management Ltd  
Babcock International plc  
Baker & McKenzie  
Bank of America  
Barclays Bank PLC  
Baring Asset Management  
BDO Stoy Hayward  
BG Group  
Blackrock  
Bloomberg  
Bradford & Bingley  
Bridgepoint Capital  
BSkyB  
Burren Energy plc  
Cadbury Schweppes plc  
Calyon  
Capital and Counties  
Channel 4 Television  
CHK Charities Limited  
Chubb Fire Ltd  
Chubb Insurance Company of Europe SA

Clear Channel  
Community Foundation – Included  
Communities Fund  
Community Foundation – Sport Relief  
CVC Capital Partners  
Dairy Crest Ltd  
Department of Communities and Local Government  
Department of Health 'Opportunities for Volunteering'  
Direct Table Produce Co Ltd  
Dorothy Holmes Charitable Trust  
Entrepreneurs Foundation  
Ernst & Young  
Esmée Fairbairn Foundation  
Euroclear  
European Credit Management Ltd  
Exemplar Properties  
Ferndale Foods  
Fidelity International  
Financial Services Authority  
Financial Times  
Fortmoor Properties Ltd  
Freshfields Bruckhaus Deringer  
Friends Provident  
G.V.A Grimley  
Gilchrist and Soames  
GlaxoSmithKline  
Glencore UK Ltd  
Goodman International Limited  
Grosvenor  
GuestInvest  
Harvey Goldsmith Production Ltd  
HBOS plc  
Henry Shein plc  
Inner London Magistrates' Court's Poor  
Box Charity & Feeder Charity  
International Power plc  
INVESCO UK  
John Lewis  
JP Morgan  
Jupiter Asset Management Ltd  
King/Cullimore Charitable Trust  
KPMG (Head Office)  
Land Securities Group plc  
Liberty International plc  
Linklaters  
Lockton  
London & Quadrant Housing Trust  
London Stock Exchange  
M&G Investments  
Man Group plc  
Marsh UK  
Mercer Oliver Wyman  
Mishcon de Reya  
Morgan Lewis & Bockius  
Morgan Stanley  
N M Rothschild & Sons  
Newham College  
Northern Rock Foundation  
Oak Foundation

Old Mutual  
OSW (Off the Streets and Into Work)  
Pearson plc  
Pret A Manger  
Remad Charities Aid  
REN  
Rolls Royce  
Ryder plc  
Sanctuary Housing Association  
Seachill Ltd  
Shared Services Finance RBS Gogarbum  
ShareGift  
Sir Donald & Lady Wilson Charitable Trust  
State Street Bank  
Strand Property Unit Trust  
Taconic Capital Advisors  
Tata Consultancy Services  
Taylor Wessing  
Taylor Wimpey plc  
Tesco plc  
The 29th May 1961 Charitable Trust  
The Barbour Trust  
The Beatrice Laing Trust  
The Cheruby Trust  
The D G Charitable Trust  
The Dolphin Square Foundation  
The Dorus Trust  
The Drinkaware Trust  
The H B Allen Charitable Trust  
The Maurice and Hilda Laing Charitable Trust  
The Miller Charitable Fund  
The Monument Trust  
The Popli Khalatbari Charitable Foundation  
The Prince of Wales's Corporate Leaders Group on Climate Change  
The Rufford Maurice Laing Foundation  
The Savoy Educational Trust  
The Scotshill Trust  
The Scottish Government  
The Sir James Roll Charitable Trust  
The Talisman Charitable Trust  
The Troika Foundation  
Thorns Group plc  
Threadneedle Investments  
Tower Hill Trust  
Unilever UK Ltd  
V  
Welsh Assembly  
West London Mission Housing Association  
Young & Co's Brewery plc

# 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.

## Partners

### Volunteering

- V (youth volunteering charity)
- Department of Health – Opportunities for Volunteering

### Crisis SmartMove

- Action Housing & Support Ltd
- Barnet Housing Aid
- The Wallich
- Calderdale SmartMove
- Canterbury Housing Advice Centre
- Help the Homeless Chorley
- Derbyshire Housing Aid
- First Housing Aid & Support Services
- Edinburgh Cyrenians
- Exeter Homeless Action Group
- Herring House Trust
- Hartlepool Citizens Advice Bureau
- Purfleet Resettlement Service
- Llamau Limited
- St Petroc's Society
- Community Projects North Devon
- Humbercare Limited
- NOMAD
- Southport Housing Centre
- Teesside Homeless Action Group
- Threshold Housing Advice
- Worcester Housing and Benefits Advice Centre
- Scottish Government
- Welsh Assembly
- London Housing Foundation
- Neath Port Talbot Council

### Crisis Changing Lives

- Barclays Bank PLC
- Linklaters

### Crisis Skylight London

- Communities and Local Government
- Newham College
- Cardboard Citizens
- Streetwise Opera
- Vision Impossible
- Escape Artists
- Vision Care

### Crisis Skylight Newcastle

- Communities and Local Government
- Newcastle City Learning, Newcastle City Council
- Business Link and People into Enterprise
- Newcastle City Council, Strategic Housing Service, Regeneration Directorate
- Cyrenians
- Helix Arts

### Crisis Christmas

- Broadway
- Red Cross
- Tower Hamlets Library Service
- Upper Room
- Deptford Churches
- Architecture for Humanity
- Turning Point

### New Developments

- Oxford City Council
- Birmingham City Council
- SIFA Fireside

# WHO'S WHO

## Making a difference

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 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

Hugh Biddell\*  
Tom Bolger  
Nigel Carrington\*  
Treasurer  
Neil Churchill  
(resigned 20 May 2008)  
Liz Cleaver  
Jane Furniss  
Philip Graf CBE  
Vice Chair of Trustees  
Suzanne Hudson  
(resigned 20 May 2008)  
Lurene Joseph  
(resigned 29 May 2008)  
Heather Lamont\*  
(appointed 22  
November 2007)  
Hannah Lownsbrough  
Canon Bruce Saunders  
(appointed 27  
September 2007)  
Murray Shanks  
Paula Sussex\*

\*Trustee members of the  
Finance Committee

### **Company Secretary**

Lucy Penna

### **Senior Management Team**

Leslie Morphy	Chief Executive
Patrick Lewis	Director of New & Inspirational Spaces (appointed 01 February 2008)
Andrew Page	Director of Fundraising
Lucy Penna	Director of Corporate Services
Philippa Power	Director of Communications
Duncan Shrubsole	Director of Policy & Research
Micky Walsh	Director of Client Services

# **WE'VE DONE A LOT**

**UNLIMITED POTENTIAL**

**IMPROVING SKILLS**

**INDIVIDUALISED SUPPORT**

**A PLACE TO CALL HOME**

**BRIGHTER FUTURES**

**GIVING SOMETHING BACK**

**ADVOCATING SOLUTIONS**

**BUILDING STRONG PARTNERSHIPS**

# BUT WITH YOUR HELP WE WILL DO SO MUCH MORE

As the current financial crisis takes its toll, thousands more people could become homeless.

**We need your help more than ever.**

Please call us on freephone 0800 038 48 38  
or visit [www.crisis.org.uk](http://www.crisis.org.uk)

- Make a regular gift or a one-off donation.
- Consider the ways Crisis might enhance your company.
- Support Crisis in your workplace, school, university or place of worship.
- Take part in or organise a fundraising event.
- Make a gift 'in kind' or leave a gift in your will.
- Volunteer your time and skills.
- Campaign for change.

## Get in touch

### **Crisis Head Office**

66 Commercial Street  
London E1 6LT  
Telephone: 0844 251 0111  
Facsimile: 0844 251 0110

### **Crisis Skylight Newcastle**

City House  
1-3 City Road  
Newcastle-upon-Tyne  
NE1 2AF  
Telephone: 0191 222 0622

[www.crisis.org.uk](http://www.crisis.org.uk)

Crisis UK (trading as Crisis)  
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Company Number: 4024938 © Crisis 2008

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# Crisis

# Homelessness ends here