



**Fighting for hope for  
homeless people**



Today, we stand at a crossroads. In the 35 years since Crisis began, the homelessness landscape has changed beyond recognition. Back then, rough sleeping was the crisis of the day and food and shelter were the most pressing needs of homeless people.

In today's society, rough sleeping is no longer the mass phenomenon it once was. But homelessness has not been solved – it lives unseen and unheard behind closed doors in hostels, B&Bs, squats and on friends' floors. A vast army of 400,000<sup>1</sup> hidden homeless people exists in England today – and this figure is on the rise. Many people who were once on the streets have joined the swelling ranks of the hidden homeless population, taking their complex problems with them.

The crisis in their lives is far from over. But their suffering has become invisible which is why it is more important than ever for Crisis to mount a strong protest on their behalf. Helping people off the streets, in many ways, has been the easy part. The hard work – helping people rebuild their lives and reintegrate into society – starts in earnest now. But housing on its own won't solve homeless people's problems. The challenge is to find new solutions – which tackle the loneliness, isolation and despair in homeless people's lives – a challenge which Crisis is determined to meet.

<sup>1</sup>There are 532 people sleeping outside around England on any one night, 357 of whom are in Greater London. (DTLR, December 2001)  
Over 76,680 people place themselves in bed and breakfasts each year. Research has estimated that 88% of these are single homeless people (Carter, M. (1997) *The Last Resort*)  
There are 26,471 single homeless people who live in hostels. (Based on information sent by registered social landlords and charities to Core Database)  
There are 9,600 single homeless people who live in squats. (Alexander, K. (1998) *Homelessness Factfile*, Crisis)  
24,000 asylum seekers were recorded as 'absconded' by the Immigration and Nationality Directorate in 1998; this group would, therefore, be denied

# Commitment, passion and dauntlessness



When Crisis asked me to take up the post as its Chair of Trustees in February 2002, I was both delighted and flattered. As Chairman of the Financial Times Group, I have been familiar with Crisis' work for many years now. The Financial Times and Crisis have a long-standing relationship through which Crisis has commanded my respect and admiration.

Since my appointment in February, I have learnt an enormous amount from Crisis. The commitment and passion of the staff and volunteers has been an inspiration to me, as has the organisation's dauntless approach to its work. Whatever the odds, whatever the obstacles, Crisis is determined to help the most vulnerable homeless people in a compassionate and humane manner.

As an organisation, Crisis has always prided itself on innovation – piloting new projects for homeless people, which have never been tried by anyone else before and then rolling them out nationally. Crisis FareShare and Crisis SmartMove are just two national projects that came into being this way.

Innovation lies at the very heart of the new portfolio of services. The first of those services is Crisis Changing Lives, which provides homeless people with financial and mentoring support to enter the world of work and reintegrate into society. Changing Lives was rolled out nationally in February and I am delighted to say that since then, 125 people across the UK have been helped to join training courses, get back to work or set up their own businesses. Crisis' other innovations will be unveiled in the near future.

Crisis' achievements are entirely dependent on the backing of our supporters. As a new-comer, I have been astounded by Crisis' ability to harness goodwill from others in such a diverse range of ways, from volunteering to gifts in kind. To all those supporters, who have been loyal to Crisis for so long, I would like to express my heartfelt thanks. Thanks to you, we are able to touch the lives of thousands of homeless people. Without you, none of our achievements would be possible.

A handwritten signature in black ink, appearing to read 'David Bell', written over a horizontal line.

David Bell  
Chair of Trustees

# Empowering people to fulfil their potential and transform their lives



This year I have been struck by the fact that so many of the homeless people I know are the same individuals I knew five years ago when I first joined Crisis. They are plagued with the same problems, the same desperate outlook on life and exclusion from services and society. What's changed is that many are no longer out in the cold, but living in emergency shelters, hostels and B&Bs.

In December 2001, national street counts showed that rough sleeping had fallen to its lowest level in decades<sup>2</sup>. At the same time the number of homeless people in B&Bs and temporary accommodation is reaching peak levels: we estimate that there are 400,000 hidden homeless people. Without the appropriate support they may return to sleeping rough.

This is why Crisis must redouble its efforts to reach them. At Crisis we know that homelessness is a 'condition of the soul'. Homeless people have had heavily disrupted lives, with their problems sometimes starting in childhood. They may have spent time in institutions – such as care and the Army – or have mental health problems. Many have turned to drink and drugs to ease the pain. Most do not have families or friends and lack the skills to make lasting relationships.

Crisis is now taking an exciting new direction. Leaving homelessness behind means sorting out the problems that made a person homeless in the first place. People need help to rebuild their lives.

They need support to develop their self-confidence and new networks of friends, get back into work and become a part of society again. Crisis' new services aim to do just that, and details about Crisis Changing Lives, Crisis Skylight and CityWell, can be found in this report. Our dream is to become an 'enabling charity', focused on helping people to help themselves.

To reflect our new direction, we have updated our brand identity. The old logo – the little red house – served us well for over 30 years but is no longer an accurate reflection of our work. We hope you feel, as we do, that the new logo and accompanying strap line describe the despair that homeless people feel and the beacon of hope that Crisis provides.

Over the years, your loyal support has enabled us to bring thousands of minor miracles to the lives of homeless people. That support has never been more critical than it is now, as we work with homeless people on leaving homelessness behind for good.

A handwritten signature in black ink that reads "Shaks Ghosh". The signature is written in a cursive, slightly slanted style.

**Shaks Ghosh**  
Chief Executive

# Creating hope for homeless people

## Getting to first base

Many of yesterday's rough sleepers are now in hostels. But chilling statistics from research launched by Crisis in December 2001<sup>3</sup> confirmed what had been known anecdotally for some time. Almost two in five hostel residents were ending up on the streets after leaving a hostel. The same research found hostel residents have been homeless for an average of nearly 7½ years<sup>4</sup>. For them, getting on the first rung of the housing ladder was a shallow achievement. They were caught in the 'revolving door syndrome' which sees homeless people constantly on the move between hostels, B&Bs, squats and the streets.

Unable to break this cycle, many homeless people become trapped in a homelessness subculture that ties them into a destructive and damaging path of behaviour.

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CRISIS IN ACTION...

**Crisis WinterWatch** and **SummerWatch** provide tailor-made packages of holistic support to enable people to break out of the cycle of homelessness for good.

**First Step** is an innovative project part of the Crisis WinterWatch network. Last winter, it took 28 people who were constantly on the move between hostels and the streets and put them into shared flats with on-site 24-hour professional cover. At the end of the period 46% were settled in independent accommodation. Ongoing support was available if required.

## Drugs, drink and mental health

Mental health problems and addictions are sadly too often part of the homelessness subculture. If people don't have mental health problems and addiction problems before they become homeless, they are at an increased risk of acquiring them once they have been homeless for a while.

These problems are often taken from the streets into hostels, B&Bs and squats where they can get worse, especially when individuals are surrounded by people who are more damaged than they are. But getting treatment is not always easy. Some people are simply not ready to acknowledge their problems; others may want help but don't know where to start. Sometimes there is just a basic shortage of treatment services or painfully long waiting times.<sup>5</sup>

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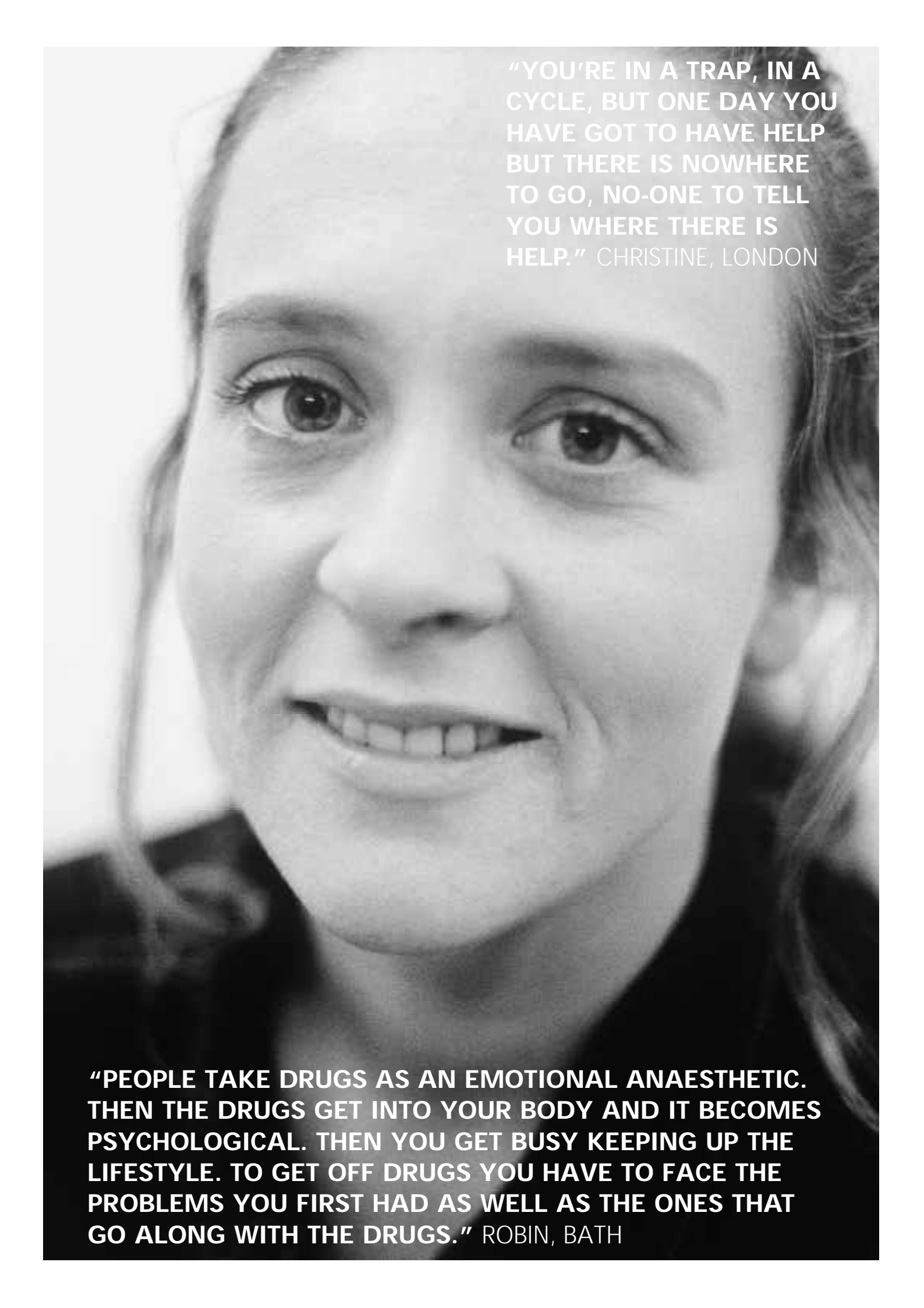
CRISIS IN ACTION...

**Crisis ReachOut** projects around the UK helped 1,531 people with acute mental health problems this year.

**Crisis WinterWatch** provides a tailor-made package of support for homeless people who are put in touch with specialist workers and services. 519 and 487 people were helped with alcohol and drug addictions respectively and 360 people got support for their mental health problems.


**Crisis Health Action** is a specialist research team within Crisis working to improve homeless people's access to the full range of health services.

<sup>3</sup>Crisis, *Hidden but Not Forgotten*, 2001



**"YOU'RE IN A TRAP, IN A CYCLE, BUT ONE DAY YOU HAVE GOT TO HAVE HELP BUT THERE IS NOWHERE TO GO, NO-ONE TO TELL YOU WHERE THERE IS HELP." CHRISTINE, LONDON**

**"PEOPLE TAKE DRUGS AS AN EMOTIONAL ANAESTHETIC. THEN THE DRUGS GET INTO YOUR BODY AND IT BECOMES PSYCHOLOGICAL. THEN YOU GET BUSY KEEPING UP THE LIFESTYLE. TO GET OFF DRUGS YOU HAVE TO FACE THE PROBLEMS YOU FIRST HAD AS WELL AS THE ONES THAT GO ALONG WITH THE DRUGS." ROBIN, BATH**



**"BEING STEREOTYPED AND STIGMATISED IS THE WORST THING. WHEN YOU ARE DOWN NO ONE WANTS TO KNOW, NO ONE CARES, NO ONE GIVES YOU ANY RESPECT." ALFONSO, CAMBOURNE**

**"THERE IS NOTHING TO DO DURING THE DAY. YOU CAN GO TO THE LIBRARY OR THE SHOPPING CENTRE. YOU CONSTANTLY HAVE TO FIND WAYS TO KILL TIME." ROBERT, TUNBRIDGE**

## The stigma of homelessness

Many people become homeless because they do not have the support of family and friends to tide them over in times of personal crisis and despair. Once they become homeless, they often only ever mix with other homeless people. As a group, homeless people are isolated and excluded from society. Rejected, stigmatised and victimised, homelessness is a degrading experience for them.

Living on the margins of society strips a person of their emotional, social and practical skills. The prospect of leaving the homeless community and joining mainstream society again can be very daunting, especially when society has cold-shouldered an individual for a long time. Low self-esteem and the fear of further rejection and isolation prevent some people from even considering the possibility of leaving homelessness.

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### CRISIS IN ACTION...

**CityWell** is a new project that Crisis is developing with the King's Fund and London and Quadrant Housing Trust. The aim is to create an integrated community which would see homeless people live alongside non-homeless people – low-paid key workers – in a thriving complex featuring 400 one-bedroomed flats.

**Crisis SmartMove** provides comprehensive housing advice and access to good quality accommodation in the private rented sector. It offers support to newly-housed tenants who are often living independently for the first time.

## Somewhere to go, something to do

The first step towards rebuilding a person's life is to help them develop their self-confidence so that they feel their life is worth mending. Once this corner has been turned, and a person has the hope and determination to change their lives, the journey to recovery can begin.

Rebuilding a person's life starts with tackling the acute problems first – the mental health problems, the drug and drink problems that have such a destructive influence over them. But when taking away a person's addiction, they are left with nothing to do. Their days are empty and they don't know how to fill them.

But, if a homeless person has a chance to engage in hobby, leisure and learning activities it can change their lives completely. Such opportunities enable homeless people to rebuild some of the emotional and social skills they have lost through homelessness. Their feelings of self-worth and self-belief are bolstered. They have an opportunity to make new friends and discover talents and abilities they may never have known they had.

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### CRISIS IN ACTION...

The caring, support and encouragement that homeless people receive at the **Crisis Open Christmas** can often be what helps homeless people turn the corner and give them the determination to tackle their problems in the new year. The service also provides a range of activities for homeless people, including an internet café set up for the first time this year.

**Crisis Skylight** has been developed over the last year. It will be a place of fun and learning with a range of activities being introduced gradually from September 2002 onwards.

## Earning a decent living

A recent survey by Crisis<sup>6</sup> found that nearly half of the homeless people interviewed had some kind of qualification – of those, 15% actually had degrees. The same study found that the majority of homeless people interviewed had been in employment before becoming homeless. A huge untapped wealth of skills, talents, knowledge and experience lies amongst homeless people.

Nurturing those talents not only benefits homeless people, it benefits the whole of society.

For some homeless people, getting a job might be a brand new experience. For others, it might mean re-entering employment after years of absence.

Education and training play a critical role in helping homeless people become work-ready.

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CRISIS IN ACTION...

**Crisis Changing Lives** is an innovative project that helps homeless people enter the world of work, fulfil their potential and reintegrate into society. 125 people across the UK have been helped this year to join training courses, get back to work or set up their own businesses.

**The Crisis Open Christmas** offered some adult learning and literacy sessions this year.

## Integration

Work brings with it many benefits – it gives homeless people an opportunity to realise their potential, it gives stability to their lives, but most importantly, it helps homeless people to reintegrate into society. Reintegrating into society is the most critical factor that aids a person's recovery from homelessness.

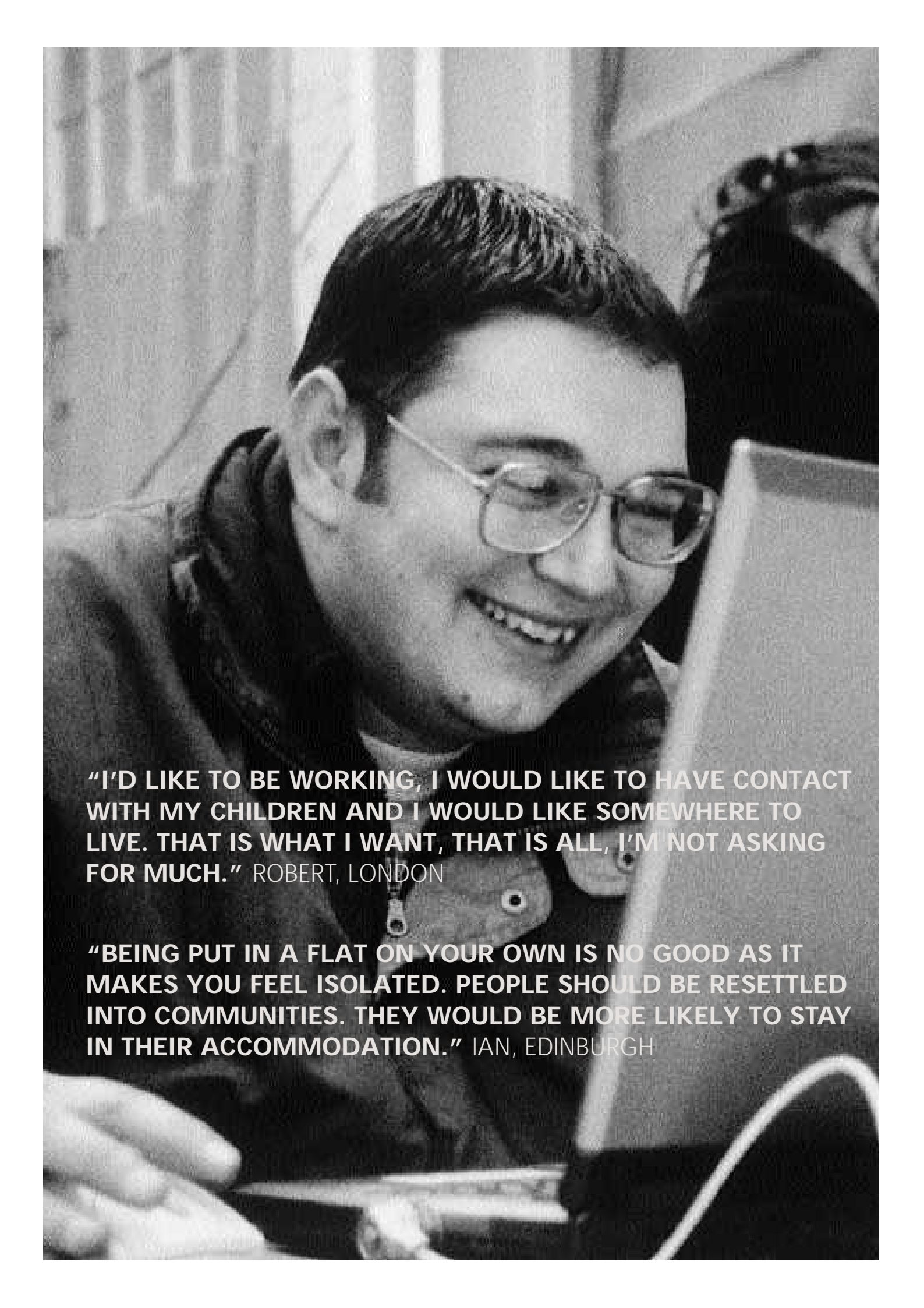
But reintegration is about far more than having equal access to the opportunities that society makes available to us. It is about having a network of friends – who are not homeless – to turn to for companionship and support. Most importantly, it is about having a sense of belonging, a sense of community, and being able to draw strength and resilience from this, in times of trouble and in times of need.

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CRISIS IN ACTION...

**CityWell** is a new project that Crisis is developing with the King's Fund and London and Quadrant Housing Trust. The aim is to create an integrated community which would see homeless people live alongside non-homeless people – low-paid key workers – in a thriving complex featuring 400 one-bedroomed flats.

**Crisis SmartMove** provides ongoing support for people who have moved into their own home and who may be living independently for the first time. 1,135 people were housed thanks to a SmartMove bond, others were given access to local authority or housing association accommodation, and many more received advice.



**"I'D LIKE TO BE WORKING, I WOULD LIKE TO HAVE CONTACT WITH MY CHILDREN AND I WOULD LIKE SOMEWHERE TO LIVE. THAT IS WHAT I WANT, THAT IS ALL, I'M NOT ASKING FOR MUCH." ROBERT, LONDON**

**"BEING PUT IN A FLAT ON YOUR OWN IS NO GOOD AS IT MAKES YOU FEEL ISOLATED. PEOPLE SHOULD BE RESETTLED INTO COMMUNITIES. THEY WOULD BE MORE LIKELY TO STAY IN THEIR ACCOMMODATION." IAN, EDINBURGH**

# Crisis services 2001/2002

## New innovations

### Crisis Changing Lives

Crisis Changing Lives is an innovative project that helps homeless people develop skills, fulfil their potential, reintegrate into society and become independent. It provides homeless people with financial and mentoring support to join training courses, buy equipment to help find work or set up their own businesses.

After a successful pilot in London the scheme turned national in January 2002. 125 people received an award in the year.

This programme is proudly supported by



### Crisis SummerWatch

Provides innovative solutions to summer homelessness in coastal and tourist towns where there is seasonal shortage of temporary accommodation due to the influx of holidaymakers. Projects are engaged in a range of diverse activities including follow-on outreach support for residents who have moved into more permanent accommodation, and support in the areas of mental health, drug and alcohol. Services target people with complex needs who are the most marginalised and who would otherwise be sleeping rough, and deliver services that offer a constructive alternative to street-based living.

This project is based on the Crisis WinterWatch model and was piloted this year in six locations. It helped 500 people.

### CityWell

A new project that Crisis is developing with the King's Fund and London and Quadrant Housing Trust. The aim is to create an integrated community which would see homeless people live alongside non-homeless people – low-paid key workers – in a thriving complex featuring 400 one-bedroomed flats.

### First Step

An innovative project part of the Crisis WinterWatch network. Last winter, it took 28 people who were constantly on the move between hostels and the streets and put them into shared flats with on-site 24-hour professional cover. At the end of the period 46% were settled in independent accommodation. Ongoing support was available if required.

## The new services complement our current service portfolio:

### Crisis SmartMove

A scheme that assists homeless and vulnerably-housed people with comprehensive housing advice and access to good quality accommodation in the private rented sector. SmartMove provides landlords with a guarantee in place of a cash deposit and offers support to newly-housed tenants who are often living independently for the first time.

There are 33 schemes across the UK. They provided advice to 5,351 people; 1,135 of these were housed with a SmartMove bond and a further 267 people accessed other forms of long-term accommodation such as that provided by local authorities and housing associations.

### Crisis FareShare

Mobilises over 250 volunteers to collect high quality surplus fresh food from food manufacturers and retailers. The food, which would otherwise go to landfill, is redistributed to hostels and day centres for homeless people, enabling those projects to devote more budget to other services such as training or counselling. Homeless and ex-homeless people are actively encouraged and supported to participate as volunteers.

Crisis FareShare is present in 8 cities across the UK and redistributed over 1,000 tonnes of food, contributing towards over 20,000 meals each week. The Crisis trustees have approved a plan to establish FareShare as a separate legal entity, providing service to other food-poor groups in addition to the homelessness sector.

**COMMUNITY  
FUND**  
Lottery money making a difference

Crisis FareShare  
is supported by the  
Community Fund

### **Crisis WinterWatch**

A national network of projects which provide support including direct access overnight accommodation, day provision, resettlement advice and access to other services from 1 December to 31 March each year. The Millennium Plus model ensures that multi-agency working happens at local level providing individuals with a comprehensive needs assessment and a tailor-made support plan with ongoing help beyond the winter. This model of working was extended to all Crisis WinterWatch locations this year.

27 projects saw 2,544 people over the winter, an increase of over 65% on the previous year.

### **Crisis ReachOut**

Across the country specialist workers go out onto the streets and into hostels to make contact with homeless people who have mental health problems. They assess their needs, which may be multiple, and help them access the right services at their own pace. They enable them to receive support for as long as required in their own environment.

1,531 people received help and 593 were referred onto alcohol or drug agencies, specialist mental health teams or GPs.

### **Crisis Open Christmas**

Crisis opens shelters between 23 and 30 December. The Open Christmas offers homeless or vulnerably-housed people medical care, advice on and help with accessing more appropriate accommodation, life skills training as well as a range of other services. Above all it provides companionship at a time of year which can be particularly lonely for those without a home or family.

In 2001, 850 people came to the Crisis Open Christmas shelters which was run by 2,500 volunteers.

## **Research**

### **New Solutions**

Crisis' New Solutions research programme is dedicated to identifying the major problems facing homeless people and suggesting innovative responses, designed to enable practical, long-term responses to homelessness.

*Trouble at Home* was published in the year. It highlighted the fact that family conflict is the main immediate cause of homelessness amongst at least two thirds of homeless young people and called for the implementation of a nation-wide network of family mediation services.

### **Hidden Homelessness**

*Home and Dry?* believed to be the largest and most comprehensive survey of homeless people's addictions today, revealed that a staggering 81% of homeless people interviewed were addicted to drink and drugs, with many failing to get the treatment they so desperately needed.

*Hidden but not Forgotten* mapped the lives of approximately 50 hostel residents to show that almost two in five hit the streets immediately after leaving a hostel whilst another one in five had disappeared without trace in the hostel system, having entered it over a decade ago. The average time spent homeless so far was almost 7<sup>1</sup>/<sub>2</sub> years with many people unable to see a way out of their situation.

### **Crisis Health Action**

Crisis Health Action is a specialist team within Crisis. It aims to improve homeless people's access to the full range of quality health and social care services. Undertaking research and evaluation work for voluntary and statutory agencies, it produces reports, practice guides, leaflets and a newsletter to promote awareness of new solutions and share good practice.

*Healthy Hostels* was published in the year, the first guide to comprehensively explore health promotion with homeless people. Recommendations included the creation of policy and guidelines, support and advice from expert agencies, training for staff and the development of long-term tailor-made strategies for individuals.

## **Partnership working**

Crisis' delivery of services would not be possible without the scores of collaborative partnerships it has developed with homelessness organisations throughout the UK. Many of those partnerships have been formed with local organisations, building on their grass-roots knowledge of the local homelessness situation, and many have been with national organisations, who possess different but complementary areas of expertise.

As part of our commitment towards partnership working, Crisis and Shelter entered into exploratory discussions about a possible merger between the two organisations in July 2001. The decision to not merge was taken in February 2002, but Crisis and Shelter continue to collaborate in a range of ways including Millennium Plus.

Over the last year Crisis staff, volunteers and partner organisations helped around 17,000 homeless people across the UK.



**"WHAT HAPPENED WAS SO MUCH MORE BRILLIANT THAN I THOUGHT!"**

DEBRA, BEAUTY CONSULTANT STARTING UP HER OWN BUSINESS



**"THE CRISIS CHANGING LIVES AWARD WILL ALLOW ME TO PICK UP MY LIFE AGAIN."**

TREVOR, CARPENTER GOING BACK TO WORK

## Here are two people that we helped through Crisis Changing Lives.

### Debra's story

Debra received a Crisis Changing Lives award to undertake some training, buy equipment and launch her business.

In 1997 Debra had a promising future: she had a degree and a good job working for a well-known beauty consultancy. But illness and mounting debts led her to getting evicted from her flat and she ended up on the streets where she stayed for over a month.

She got a place in a hostel before being re-housed in a more suitable flat share. She then began to make plans to start her own business as a beauty therapist. She discussed the prospect with her supportive keyworker, drew up a business plan and undertook some market research before successfully applying for a Crisis Changing Lives award.

The award enabled her to carry out some specialised technical training and buy supplies and equipment to get her started. It also paid for her to launch her business at a beauty fair, where she picked up around 30 potential clients.

Debra has set up her own beauty therapy business. She has a number of clients but is also hoping to expand the business to become mobile, visiting clients in their own homes, in the near future. For Debra the Changing Lives award has really made a difference to her life. She is now looking forward to a future being her own boss doing what she really enjoys.

### Trevor's story

Trevor received a Crisis Changing Lives award to purchase joinery and carpentry tools to start working again.

Trevor became homeless after a family break-up. This led to losing his business as a carpenter and builder, which he had successfully built up over 20 years, and turning to alcohol as a way of relieving the pain. He was on the streets for three years until he found a place in a hostel in London.

Trevor has been living there for nearly a year and has detoxed himself. He applied for and received a Crisis Changing Lives award to purchase a full set of joinery and carpentry tools. He set up a workshop at the hostel and he is doing work and repairs on a voluntary basis, for other tenants, for some of the staff and some of the members of his local church.

Trevor now also has good and realistic prospects of picking up again as an independent contractor. He has a reputation for doing jobs quickly and to a high standard and hopes to build on that reputation.

# Highlights of the year

## July

*Healthy Hostels* is published, the first guide to comprehensively explore health promotion with homeless people.

## September

Crisis moves head office to a building owned by Grosvenor, leading to a substantial saving on rent.

Crisis hosts an event at the Labour Party conference. Cardboard Citizens, the homeless people's theatre company, performs to illustrate hidden homelessness issues.

## October

The Crisis Innovations Fair takes place. Speakers include Tom Bentley (Demos), John Bird (Big Issue), Louise Casey (then RSU) and Matthew Taylor (IPPR).

*Trouble at Home* is published calling for the implementation of a nation-wide network of family mediation services. This publication has been short-listed for the Tony Denison Award for research into single homelessness.

Crisis Health Action publishes an evaluation of Nottingham-based Surviving Homelessness Project which helps homeless mothers who have experienced repeated episodes of homelessness with resettlement.

## November

Crisis is the nominated charity of the three-day Spirit of Christmas fayre at Olympia, London. Over £5,000 is raised through the auction of designer Christmas trees and through collections.

For the third year, Crisis is nominated as the beneficiary charity of the Primrose Hill fireworks display, organised by Camden Council. Alan Davies starts the event. Crisis volunteers collect £42,000.

The Christmas appeal to Crisis donors raises £266,000.

Nina Wadia, actress and comedienne who starred in the hit BBC series *Goodness Gracious Me* launches Crisis' appeal to recruit 2,500 volunteers for its Open Christmas.

## December

Glenda Jackson MP and former *EastEnders* actress Michelle Collins launch Crisis' hidden homelessness campaign.

Actor Edward Fox gives a reading at the annual Crisis carol service for volunteers.

The sixth Christmas Card Challenge raises over £600,000.

A thank you reception for the Crisis Investment Race which raised £108,000 is held at 11 Downing Street. Andrew Smith MP, Chief Secretary to the Treasury, presents the prize to the winner of the race. Baillie Gifford.

The Pret A Manger Crisis Christmas sandwich is sold, raising over £24,000 for Crisis.

The 30th Crisis Open Christmas is launched by ex-Brookside actress Claire Sweeney and Lord Falconer, the then Minister for Housing, Planning and Regeneration.

Crisis' patron, HRH Princess Alexandra, pays a visit to the Crisis Open Christmas.

## February

The Bramley Apple Campaign organises an apple and spoon race with Olympic swimmer Sharon Davies, raising £4,500 for Crisis.

A thank you reception for Crisis' major corporate supporters is held at Mosimann's, Mr Mosimann kindly donating the venue and catering.

## March

A Crisis Changing Lives award recipient in Blackpool qualifies as a gas engineer and goes back in to full-time employment.

Crisis presents at the Liberal Democrat Party conference ahead of the publication of new report *Home and Dry*. The report reveals that in spite of widespread addiction to drink and drugs homeless people often aren't getting the help they need.

## April

A team of nearly forty people run the London Marathon in aid of Crisis and enjoy a reception at the British Council. Over £80,000 has been raised to date.

Nick Mayers, a London Underground employee, completes the 150-mile Marathon Des Sables in the North African desert raising nearly £2,000 for Crisis.

Crisis WinterWatch projects close. They helped 2,544 people over four to six months.

## May

A Crisis Changing Lives award recipient in London is given funds to pay for an IT networking course and plans to take a job as a network engineer.

Crisis hosts a parliamentary event to raise awareness of the problems facing homeless people staying in bed and breakfasts.

## June

TV sports presenter Gabby Logan launches the 10th Crisis Square Mile Run. 1,500 people, including a huge team of 300 London Freemasons, run, jog and walk their way around the three-mile route raising an expected £135,000.

Crisis SmartMove opens in King's Lynn, Norfolk and Crisis FareShare opens in Brighton.

# Financial review

This has been an unusual year for Crisis. We entered the year in merger discussions with Shelter and during February 2002 these discussions were called off. It is fair to say that this has impacted on our results for the year – a number of our new innovations were put on hold until later in the financial year, and in particular much individual donor fundraising budgeted for the year did not take place.

Our income for the year 2001/2 has fallen slightly compared to the previous year: total income was £5.5m in the year compared to £5.8m in the previous, a fall of 4.9%. This is mostly due to the reduction in public funding. Funding from the winter shelter programme ceased in the 2000/1 year and this accounts for much of the decrease.

In this year of uncertainty we are delighted with the continued support that our donors, corporates and trusts have given us. Our thanks go to them.

We cannot not mention enough the great value that our volunteers bring to Crisis and the support that they give us in so many ways across the organisation. We estimate the value of their time to be in excess of £0.75m.

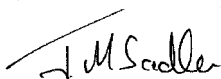
Despite the uncertainty in the year and the fall in income, our direct services have increased: we spent £4.4m on our services this year, an increase of £700k. This reflects the decision of the trustees in the previous year when services costs fell, to fully roll out services which at that stage were not operational. We expanded our winter services programme during the year and have also introduced Crisis Changing Lives, a new awards scheme for homeless people. We are opening a new project, Crisis Skylight, during the 2002/3 year and a number of costs in respect of this have also been incurred during the year.

We have maintained our administrative efficiency: management and administration costs are just 2.5% per cent of total expenditure this year. Savings were made to central funds when Grosvenor offered new premises at a reduced rate. We also must mention that due to the reduction in our fundraising activities during the year our fundraising costs have fallen this year to £985k from £1.199m, a reduction of £214k; overall fundraising costs represent this year 18% (23% in 2000/1) of our total expenditure.

The reserves at 30 June 2002 are £1.9m and exceed the reserves policy of holding on average 40% of annual expenditure (5 months' running costs). Reserves have fallen slightly in the year and through careful budgetary control in the year 2002/3 the trustees will seek to reduce our reserves and bring them in line with the investment policy.

Crisis at Christmas, our trading company, continues to operate on a small scale.

This year Crisis has adopted the new Charity SORP 2000. Full copies of the audited accounts are available from the finance department.

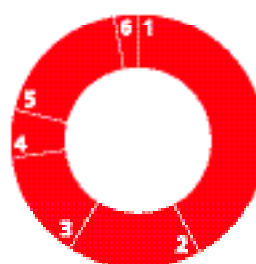


## INCOME



1 Individuals	35%
2 Legacies	10%
3 Trusts	11%
4 Corporates	21%
5 Community groups and events	11%
6 Public sources	4%
7 Other	8%

## EXPENDITURE



1 Year-round services	42%
2 Other services	17%
3 Innovations	14%
4 Policy	6.5%
5 Fundraising and publicity	18%
6 Management	2.5%

# Audited statement of financial activities

For the year ended 30 June 2002

	2002 £000	2001 £000
<b>INCOMING RESOURCES</b>		
Donations and gifts	4,729	4,839
Public sources	217	442
Community Fund	106	127
Events	152	152
Interest receivable and tax	107	79
Other income	193	149
<b>Total incoming resources</b>	<b>5,504</b>	<b>5,788</b>
Costs of generating funds	985	1,199
<b>RESOURCES EXPENDED</b>		
Year-round services	2,308	2,466
Crisis Open Christmas	444	368
Winter services	492	211
New innovations	768	398
Strategic policy research	349	315
Management & administration	138	115
<b>Total resources expended</b>	<b>5,484</b>	<b>5,072</b>

# Consolidated balance sheet

For the year ended 30 June 2002

<b>Tangible fixed assets</b>	246	208
<b>Current assets</b>		
Investments	300	10
Other debtors and prepayments	172	218
Cash and bank deposits	2,813	2,900
	<b>3,285</b>	<b>3,128</b>
<b>Creditors:</b> amounts falling due in one year	562	199
<b>Net current assets</b>	<b>2,723</b>	<b>2,929</b>
<b>Net assets</b>	<b>2,969</b>	<b>3,137</b>
<b>Represented by:</b>		
Total funds	2,969	3,137

Approved by the trustees on 25 September 2002 and signed on their behalf by:

These summarised accounts may not contain sufficient information for a full understanding of the financial affairs of the charity. For further information, the full trustees' annual report and accounts should be consulted. Copies are available on request from the finance department; call 0870 011 3335. The full accounts have been filed with the Charity Commission and Companies House.

We have audited the full annual accounts for the charity for the year ended 30 June 2002; these were approved by the trustees on 25 September 2002. We issued an unqualified opinion on the those accounts. In our opinion, the statements shown here are consistent with the full accounts. RSM Robson Rhodes, Chartered Accountants and Registered Auditor, 186 City Road, London, EC1V 2NU

27 September 2002

# Thank you

We would like to express our thanks to all the charitable trusts, foundations, organisations, individuals and religious and community groups and schools who have supported Crisis this year. Our particular thanks go to the following who made such a contribution to our work:

## Charitable trusts and foundations

The Adint Charitable Trust  
The Balcombe Trust  
The Beji M Shroff Trust  
The Blakes Benevolent Trust  
The Barbour Trust  
The Cheruby Trust  
The City Parochial Foundation  
The Clover Trust  
The Cotton Trust  
The D G Charitable Trust  
The Donald Forrester Trust  
The Glaxo SmithKline Trust  
The Grand Charity of Freemasons  
The HB Allen Charitable Trust  
The Sir James Roll Charitable Trust  
The John Armitage Charitable Trust  
The King's Fund  
The Lloyds TSB Foundation for England and Wales  
The Lloyds TSB Foundation for Scotland  
The Mabel Cooper Charitable Trust  
The Odin Charitable Trust  
The Philanthropic Trust  
The Popli Khalatbari Foundation  
The Tisbury Telegraph Trust  
The Trusthouse Charitable Foundation  
The Westminster Foundation

## Public funders

Department of Health

## Corporate supporters

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Baillie Gifford & Co  
Bain Capital  
Baker & McKenzie  
Balls Brothers, Hay's Galleria  
Bank of America  
Barclays plc  
Barnett Waddingham  
Barton Williams Limited  
BG Group  
Biss Lancaster  
Bloomberg  
Brandhouse WTS  
Brewers  
British Council  
British Sky Broadcasting  
Brixton Plc  
Broadgate Club  
Bryan Morel PR  
Burdale Financial Limited  
Business Link for London  
Cadbury Schweppes  
Café Rouge, Hay's Galleria  
Cap Gemini Ernst & Young  
Castle Cement Ltd  
CBI  
Charterhouse Standard Holdings Ltd  
Chubb Fire Ltd  
Chubb Insurance Company of Europe  
Clarion Events  
Cleary, Gottlieb, Steen & Hamilton  
Clifford Chance LLP  
Close Brothers Group plc  
Clyde & Co  
College Design  
Consignia

Corporation of London  
CPP Group  
Credit Suisse First Boston (Europe) Ltd  
Crest Co  
Curzons The Gym  
CVC Capital Partners  
Cybersnaps  
DAKS Simpson Ltd.  
David Pugh Ltd  
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Deloitte & Touche  
Denton Wilde Sapté  
Direct Cosmetics Limited  
DLA  
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Façade  
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FleetBoston Financial  
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Gensler & Associates  
George Wimpey  
Gillette Group UK Ltd  
GiST Limited  
Glaxo SmithKline  
Gloss Photography  
Great Portland Estates P.L.C.  
Grosvenor  
Heathrow Implementation Team,  
British Airways plc  
Heidelberg Graphic Equipment Limited  
Henderson Global Investors  
Howard de Walden Estates Limited  
Hymns Ancient & Modern Limited  
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Insignia Richard Ellis  
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Invesco  
InvestIT  
Islington Community Housing  
J P Morgan  
J Sainsbury plc  
John Lewis Partnership PLC  
Jones Lang LaSalle  
JP Morgan Fleming Asset Management  
K P M G L L P  
Kingston Smith  
Land Securities plc  
Lattice Foundation  
Legal & General Group  
Linda McCartney Foods  
Linklaters  
London Graphic Centre  
London Underground Limited  
M & G Group  
M & G Investment Management Ltd  
Man Group Plc  
Marks & Spencer  
Mentmore Abbey Plc  
Meritcape  
Modem Media  
Morgan Stanley Dean Witter  
Morley Fund Management  
Mosimann's

N M Rothschild & Sons  
Newman Estate Agents  
Nexus Consumer & Business Communications  
Nicholson Graham & Jones  
Norton Rose  
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Pearson  
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Railtrack  
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Weil Gotshal & Manges  
Westdeutsche Landesbank  
Girozentrale, London Branch  
Whitbread Group plc  
YRM  
Zurich IFA Group

## Our thanks also go to

HRH Princess Alexandra, the Hon Lady Ogilvy, GCVO  
Nick Abbey  
Tom Bentley  
John Bird  
Camden Council  
Camden Special Events  
Cardboard Citizens  
Angela Coles  
Alan Davies  
Lord Falconer of Thoroton QC  
Five Lakes Hotel Golf & Country Club  
Glenda Jackson MP  
Hot & Horny band  
Simon Hughes MP  
Peter Lewin  
Gabby Logan  
Andy Love MP

Baroness Maddock  
Scarlette Maguire  
Jeremy Newsum  
London Freemasons  
Oxo Tower Restaurant Bar and Brasserie  
Le Pont De La Tour Restaurant  
Selsdon Park Hotel Golf & Country Club  
Southwark Council  
Claire Sweeney  
Matthew Taylor  
University of Westminster – Polyclinic

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HRH Princess Alexandra, the Hon Lady Ogilvy, GCVO

## Vice presidents

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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

## Chair of trustees

David Bell

Crisis would like to express its thanks to its retired Chair of Trustees, David Edmonds, who made a tremendous contribution to the organisation, during his seven years of leadership.

## Trustees

Adam Broadway  
Peter Davies  
Suzanne Hudson  
Joy Johnson  
Nick Light  
Liz Parry  
Caro Pickering  
Jane Sadler  
Colin Slee  
Rebecca Tabor

## Senior management team

Lynne Duval  
Christine Armitage  
Shaks Ghosh  
Fiona Young

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To protect the identity of individuals, some names and photos do not match stories



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