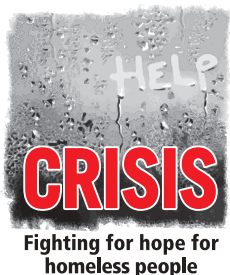


## As sunset fades

As sunset falls birds slumber  
Roses close  
Their sharpened thorns defend against the  
Blackest night  
Nightingales appear begin to sing  
Owls just smile and hoot with laughter  
This multicoloured shade of life  
Leans towards the moon  
But all do whisper  
The day was over far too soon

Jamie McCoy  
Crisis Changing Lives awards recipient  
Crisis Skylight member



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**“It has been  
an incredible  
year, and more  
changes are  
on the way.”**





This has been my first full year as chair of trustees at Crisis, and not a week has passed without my seeing the value and importance of what we do. As the landscape of homelessness changes, Crisis has responded with a new focus and a new set of services – committing itself to serving ‘hidden homeless people’. This year we have taken on the biggest challenge of our 35-year history – we have set ourselves the task of becoming an ‘enabling charity’, helping people rebuild their lives so that they, themselves take the steps away from the chaos and despair of homelessness.

Hundreds of thousands of homeless people are on a journey out of homelessness. They may have a roof over their heads, but in no sense do they have a home. It is a long hard road ahead of them, and many are beset with physical and emotional problems. So many have lost hope and all connections to society – invisible, lonely, unemployed and despairing, this underworld of hidden homeless people lives in emergency shelters, hostels, B&Bs, squats or on friends’ floors. Many have lived like this for ten years and more. Many were once rough sleepers and the problems which drove most of them to the street – family breakdown, debt, mental illness – are still with them.

This year we have redoubled our efforts to communicate this message about despair, and have had some success – 92 per of the general public now agree that tackling homelessness requires more than just putting a roof over someone’s head. New solutions are needed if we are to beat homelessness for good, and the inspiring new generation of Crisis innovations are now beginning to bear fruit. Since January 2002, our Changing Lives award

scheme has helped 265 homeless people really change their lives, whether as designers, beauty therapists or street entertainers.

In September 2002 we opened the doors of Crisis Skylight, an activity centre where homeless people learn skills and rebuild their self-esteem. Here I have seen the quiet industry of the bicycle repair workshop, the extraordinary power of contemporary dance and the wonder of people clicking a computer mouse for the first time “I’ll be back tomorrow and every day!” one 32-year-old man told me after his first visit. “I’ve been asleep in my hostel for seven years and it’s time for me to get active.” But we haven’t forgotten for a minute how we started. Our Crisis Open Christmas was the best ever. And here too our new approach was also evident. The bank of computers we installed for anyone to use was always busy, a powerful symbol of reconnecting with the world.

It has been an incredible year, and more changes are on the way. I have seen the extraordinary power of the Crisis message in motivating our staff and volunteers to make a real difference. I have witnessed its ability to awaken in you, our supporters, an amazing generosity. I have learnt the important lesson that while housing and practical support services matter enormously, without compassion and hope people are unable to make real, deep-down changes to their lives. Crisis provides that hope.

Thank you for your continued support.

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

David Bell, Chair of Trustees

Crisis Open Christmas

# Welcoming faces, new opportunities

Open from 23-30 December every year, the Crisis Open Christmas shelters provide an alternative family for many homeless and vulnerably-housed people who feel particularly lonely over the Christmas period. As well as companionship, the shelters provide people with 21 essential services, whether it's housing and benefits advice, having a full health check or recontacting their families thanks to the Internet café. Vulnerable women, drinkers and those with high support needs may choose to go to smaller, specialist shelters. In 2002, we developed a Learning Zone for people to complete pre-training assessments or access further educational opportunities online.

Over 1,200 people came to our shelters.

Nearly 3,500 volunteers from all walks of life –  
400 per shift – helped to make our shelters a success.

*In the picture:* TV presenter Davina McCall launches the 31st Crisis Open Christmas



*"I have experienced some of the most genuine, caring sociable people in one place at one time over the last few days. It's changed my opinion of Christmas, provided me with hope for the future."*

Joe, guest, London



# Investing in people

Crisis Changing Lives provides financial awards to people who are homeless or vulnerably housed so that they may achieve their vocational goals, fulfil their potential and become independent. Whether it helps them attend a training course, buy essential tools and equipment to get back to work or start their own business, Crisis Changing Lives is an investment in people.

140 people across the country received an award in the year, an increase of 16% on the previous period.

This programme is proudly supported by

**BARCLAYS**

*In the picture:* Jamie McCoy, poet and writer and Crisis Changing Lives award recipient received a Student of the Year prize from London's City Literary College in May 2002

*"Changing Lives has given me the opportunity to continue my education despite pregnancy because I can study at home on the internet. I am focused on what I want to achieve for my son's sake. I want to secure our future and the award is a great help."*

Amy, award recipient, Glasgow

Crisis FareShare

# Nurturing bodies, and minds

Crisis FareShare redistributes high-quality surplus fresh food from manufacturers and retailers to centres for homeless people. As a result, the projects can devote more of their budget towards other services, such as advice and training – so everyone benefits. In June 2003, Simon Hughes MP opened the new Crisis FareShare depot in London, heralding the establishment of FareShare as a separate charity that, with the continued support of Crisis, will provide services to other food-poor groups, in addition to homeless people.

We redistributed 1,500 tonnes of food from eight depots to 214 projects around the UK contributing towards 1.2 million meals.

*In the picture:* Crisis FareShare relies heavily on volunteers some of whom have been homeless themselves



*“Richard is 45 and illiterate but loves cooking. The project workers have started his reading lessons by making him read best before dates and instructions on the packaging of ready meals. His literacy is now improving, he is getting used to catering for large numbers of people and has a possible future as a chef.”*

Gavin Nicholl, Team Leader (Hostel Services), South Yorkshire



# Active engagement

Crisis Skylight is a centre where homeless people can share aspirations, get active and be inspired. Opened in September 2002, the centre hosts a diverse range of workshops, including performing arts, repairing bicycles and yoga classes. People have the opportunity to develop new or existing skills and talents, learn from one another, meet new people and integrate with the general public.

By the end of June 2003, membership had reached just over 300, with, on average, 65 people attending the centre every day.

Over 70 per cent of those interviewed in a members' survey said that attendance had improved their confidence and self-esteem.

*In the picture:* Sculpture is one of many activities that Crisis Skylight offers under one roof

*“Skylight has put me back in touch with who I really am. When you're on the streets or in a hostel you have to become a different person – harder and less caring. Skylight has reminded me who I used to be. I've opened up like a blooming flower, open to endless possibilities. Skylight has allowed me to express myself.”*

# Developing practical project models

Over the last ten years, Crisis Winterwatch provided essential services for the most excluded homeless people, in particular rough sleepers. Run in conjunction with other voluntary agencies across the UK, the scheme evolved from a 'bums on beds' approach to one at the leading edge of good practice, focused on the needs of clients with the support of relevant local agencies. Developing innovative approaches to tackling hard-to-reach clients is best exemplified by First Step, a WinterWatch project run by Focus Birmingham. For the last two years it provided a taste of life in a flat with professional support for a small group of long-term rough sleepers. Other recent initiatives include Crisis SummerWatch, which provided services and support to seasonal homeless people, particularly in coastal and seaside towns.

Crisis WinterWatch and SummerWatch are now closed but the work that they developed lives on. Practice guides are available on the Crisis website.

16 Crisis WinterWatch projects advised over 1,200 people – 16 per cent of whom were successfully resettled.

All 11 people supported by the Crisis WinterWatch service, First Step, moved into independent or supported accommodation.

Over 330 people were supported by seven Crisis SummerWatch projects.

*In the picture:* Crisis is constantly developing new ways to help homeless people transform their lives

*“If it had not been for Crisis we would not have gained the evidence and experience to run what has developed into our permanent year-round unit. This for me is the right outcome: funding to prove need and kick-start projects which are then picked up by mainstream sources.”*



# Opening doors

From 1997 to 2002, Crisis ReachOut was a UK-wide network of specialist workers who made contact with homeless people with mental health problems, whether they were living on the streets or in temporary accommodation. Clients had their needs assessed and received help in accessing the appropriate services as and when they needed them.

Although Crisis funding has now ended, 19 of the original 29 projects are still running, most with statutory funding. Crisis has made an important contribution in highlighting how mental health services for homeless people need to be specially tailored to meet their complex needs.

Only a handful of schemes were still actively involved with Crisis this year. They helped 248 people, 109 of whom were referred on to alcohol or drug agencies, specialist mental health teams or GPs.

*“Clients tell you horror stories about how they’ve knocked on all the doors in the city and not got in. Then they come to us, and we knock on the same doors and we get them in. It may be the back door or the side door or whatever, but we get them in”.*

Pauline McGrath, Project Worker, Liverpool

Crisis SmartMove

# Towards independent living

Crisis SmartMove gives homeless and vulnerably-housed people comprehensive housing advice and helps them access private rented accommodation, settle down and live independently. In addition, it also provides landlords with a financial guarantee in place of a cash deposit so that people can sign rental agreements. Five projects are now regional development partners. With increased funding, they are able to expand their services, while promoting good practice within the Crisis SmartMove network.

Over the year the 29 projects provided housing advice to 5,959 people, an increase of over 11 per cent on the previous period. 762 of them were housed with a bond and 288 accessed other forms of long-term accommodation such as that provided by local authorities and housing associations.

*In the picture:* Crisis SmartMove provides support well beyond moving in



*“We aim to empower clients to reach a point where they no longer need us. They are encouraged to make their own calls to agencies, fill out forms to the best of their abilities, or take up training opportunities and courses. Over time support is reduced until they are managing their own tenancy independently or with a minimum of support.”*

Elli Clarke, Support Worker, Calderdale



Urban village

# Building an inclusive community

The urban village is a project that we are developing in partnership with the King's Fund, based on a successful US model. It aims to create an integrated community where homeless people live alongside key workers in a thriving complex of around 400 flats. On-site services will include counselling, healthcare, benefits advice, training and employment opportunities for residents as well as social and leisure facilities for the local community. The project will provide high quality affordable homes to people such as nurses, teachers and transport workers who are often priced out of the London housing market. The project was boosted by a £3.6 million donation from David Gilmour CBE of Pink Floyd.

*In the picture:* Crisis and the King's Fund are searching for an appropriate site with the support of David Gilmour CBE (pictured with Shaks Ghosh, Crisis Chief Executive)

*“Homeless people end up living on the fringes of our society and it’s time we found a way to bring them back into its heart. I’ve seen what has been achieved in New York and am passionately behind this project which is about providing not just a roof but a new way of life where all the residents can thrive and make their contribution.”*

David Gilmour CBE, Pink Floyd

## Volunteers

# The heart of the organisation

Over 3,700 volunteers make our work possible. Some work all year-round at our head office or at Crisis FareShare. Some help us to raise awareness about homelessness issues by speaking at schools, church and community gatherings. Others run sessions ranging from sewing to yoga at Crisis Skylight. And it is true to say that our Crisis Open Christmas shelters could not happen without the commitment of our volunteers, whether they're providing general support or specialist advice. Their talents – from teaching karate to singing or telling jokes at our in-house parties – continue to drive the organisation forward.

If you want to volunteer for Crisis, visit [www.crisis.org.uk/volunteering](http://www.crisis.org.uk/volunteering)

*In the picture:* Thousands of people of all ages and walks of life volunteer for Crisis every year



*“I have seen the human face of homelessness. These people are not so different from anyone else. In fact, their brilliant humour, humility and wealth of life experiences humble me. They taught me much about the human spirit and helped me to understand more about homelessness, themselves and myself – the best gift of all.”*

Martin Walford, volunteer, London

# Influencing and persuading

Crisis ran the second phase of its hidden homelessness campaign with outdoor and radio advertising and events at the Labour and Liberal Democrat conferences fronted by Andy Love MP and Lembit Opik MP. We published guides to the New NHS and on models of delivering health services to homeless people under the Crisis HealthAction label as well as highlighted the problems that homeless people face in registering with a GP or the lack of support available to those with alcohol and drug addictions in *Critical Condition* and *Home and Dry* respectively. Crisis also responded to government plans to clamp down on begging with *Compassion not Coercion* and organised its 4th annual Innovations Fair.

*In the picture:* The homeless people's theatre company, Cardboard Citizens, performed at the Crisis Innovations Fair to illustrate problems faced by hidden homeless people



*“The Innovations Fair is a great showcase of skill and best practice sharing. It’s a unique combination of ideas, inspiration and example. Miss it or miss out.”*

## Fundraising

# Thank you

Without our supporters we would not have been able to deliver our services – this year, voluntary donations accounted for 89% of our income (excluding the donation from David Gilmour). We would therefore like to thank all the charitable trusts, foundations, organisations, companies, individuals, religious and community groups and schools who have supported Crisis this year, both with gifts of money and with donations of goods and time.

In an increasingly challenging fundraising environment, our supporters have continued to raise monies, whether by participating in the Crisis Christmas Card Challenge, adopting Crisis as their company's chosen cause, conducting collections at schools and churches, or by making personal donations. Furthermore, the return on each pound spent on fundraising was £6.12, against an average return rate of £5.09 for sampled charities (CIFIC, Fundratios, 2002).



*“We are pleased to sponsor the Crisis Square Mile Run. This is a fantastic event that staff and clients want to support and an excellent way of promoting our long-term partnership. Crisis is one of the most professional charitable organisations we have ever worked with and we fully support its emphasis on long-term empowerment through practical solutions for homeless people.”*

Simon Davies, Chief Executive, Threadneedle Investments

# How you can help

If you would like to become involved with our fundraising then we'd love to hear from you. There are loads of different ways that you can support our work with homeless people:

- make a regular gift through direct debit or your payroll;
- take part in or organise a fundraising event for Crisis;
- support Crisis in your workplace, school or place of worship;
- through a gift in your will.

For more information check our website or email [giving@crisis.org.uk](mailto:giving@crisis.org.uk)

Thank you to all our supporters for sharing our concerns and helping to transform homeless people's lives.

*In the picture:* Capital FM dj Margherita Taylor starts the 11th Crisis Square Mile Run. 1,400 people take part raising an expected £170,000



*“I support the work of Crisis because homelessness has no boundaries and could, one day, affect any one of us. I give a regular monthly gift by direct debit and I enjoy giving my time as a volunteer speaker for Crisis.”*

David Wells, donor and volunteer



# Financial review

This year Crisis received its largest single donation ever from the DG Charitable Settlement, boosting overall Crisis income to £8,747K. This donation is restricted to the urban village project and excluding this, and the associated interest, our income for the year is £5.0M a fall of 9.1% on the previous year. This fall is mostly due to a temporary reduction in trust funding and legacy income in the year.

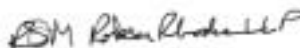
This year total spend reached £5,886K, including an increase of £300K to £4.7M for direct services. We have maintained our administrative efficiency: management and administration costs are just 2.3% of our total expenditure and our fundraising and publicity costs remain at 18%. We estimate the value of gifts of time and non-financial donations to be in excess of £1M and £1.3M respectively.

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

## Auditor's statement

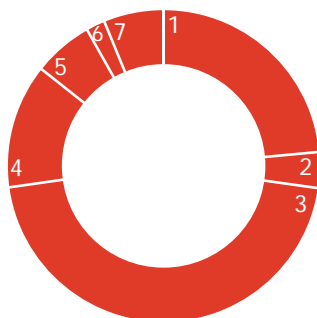
This summarised information may not contain sufficient information for a full understanding of the financial affairs of the charity. For further information, the full trustees' annual report and accounts should be consulted. It is available on the Crisis website. The full accounts have been filed with the Charity Commission and Companies House.

We have audited the full annual accounts for the charity for the year ended 30 June 2003; these were approved by the trustees on 10 September 2003. We issued an unqualified opinion on the those accounts. In our opinion, the statement shown here are consistent with the full accounts.



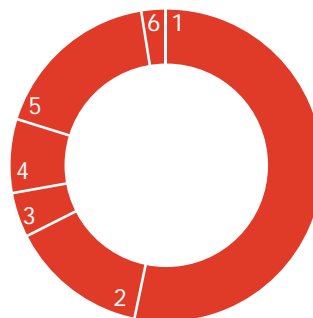
RSM Robson Rhodes LLP,  
Chartered Accountants and Registered Auditor,  
186 City Road, London EC1V 2NU.

11 September 2003



### Income

1	Individuals	23.9%
2	Legacies	3.3%
3	Trusts	45.6%
4	Corporates	12.8%
5	Community groups and events	6.4%
6	Public sources	1.8%
7	Other	6.25%



### Expenditure

1	Year-round services	53.7%
2	Other services	13.8%
3	Innovations	4.8%
4	Policy	7.2%
5	Fundraising and policy	18.3%
6	Management	2.3%

# Providing hope across the UK

As well as delivering a range of Crisis services throughout the UK (see map), we also gave Crisis Changing Lives awards to people in:

Aberdeen, Anstruther, Birmingham, Blackpool, Bolton, Brighton, Canterbury, Cardiff, Chester, Edinburgh, Exeter, Glasgow, Great Yarmouth, Halesworth, Holyhead, Lancaster, Lancing, Launceston, Leeds, Leigh-on-Sea, Liverpool, London, Lowestoft, Manchester, Norwich, Nottingham, Oxford, Perth, Plymouth, Portsmouth, Ramsbottom Bury, South Ockendon, Southampton, Stockton-on-Tees, Swansea, Tilbury, Todmorden, Tonbridge, Truro, Uckfield, Wells, Woodford Green, Worthing

*"Life is positive now and the future is promising."*  
Paul, Warrington

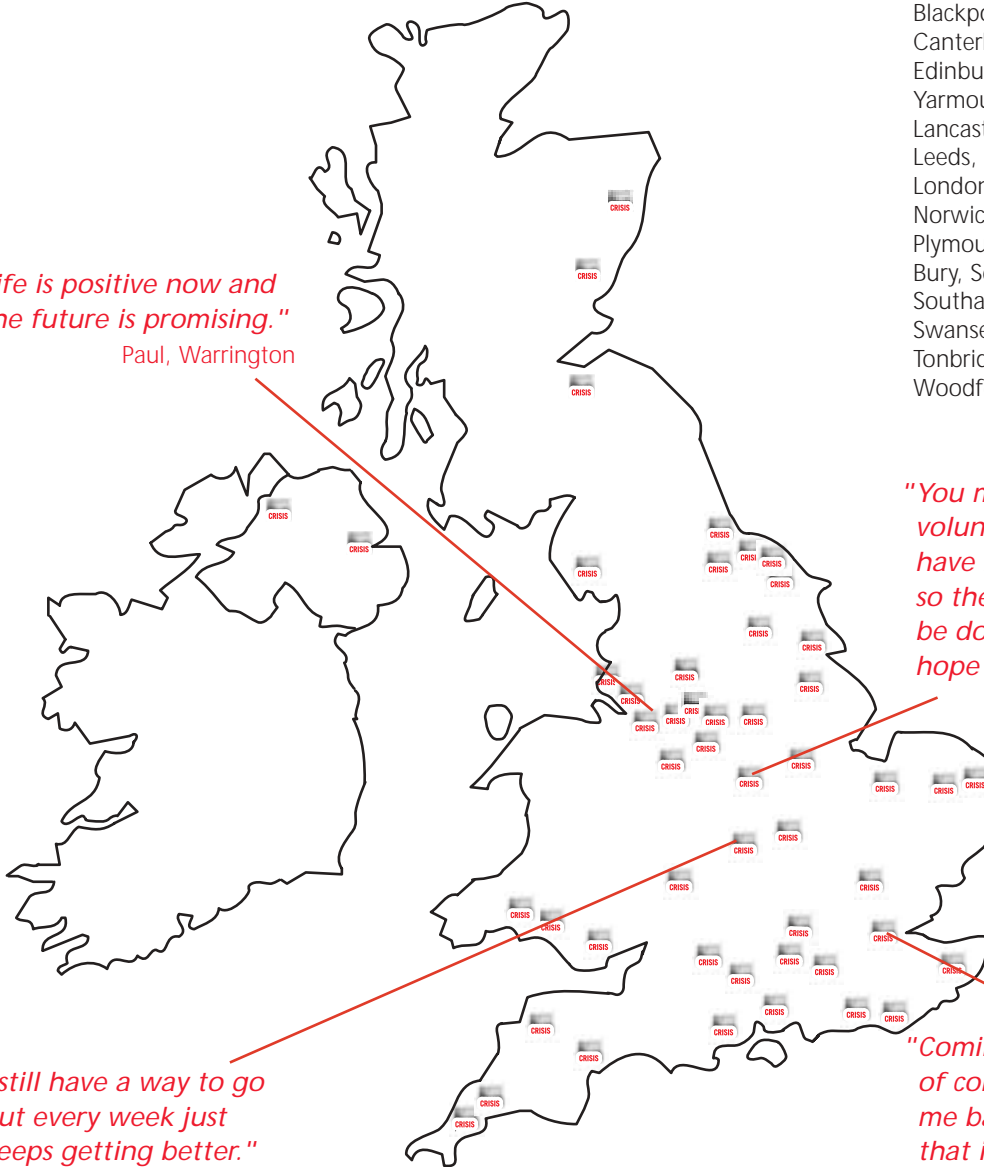
*"You meet new people, volunteers and staff, and most have been in the same boat so they're a living proof it can be done so that gives me hope and determination."*

Galen, Derby

*"I still have a way to go but every week just keeps getting better."*  
Dennis, Birmingham

*"Coming here gave me a sense of community again; it got me back into life, in the sense that it's woken me up."*

Lorraine, London





speak the truth