

Rebuilding  
lives and  
unlocking  
potential

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Tackling homelessness is not just about providing someone with a roof over their head: we aim to give people back their...

Creativity

Self-esteem

Sense of achievement

Friends

Motivation

Happiness

Job

Respect

Home

➤ At Crisis we deliver practical solutions together with emotional support to empower homeless people to be agents of change in their own lives.

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↳ Crisis is as relevant today as it was 40 years ago. We are drawing on the huge bank of knowledge and experience built over the last 40 years to find new ways to bring attention to the scourge of homelessness and help individual people find their own path into a brighter future.

Crisis was born in 1967 out of anger about the way homeless people were left with no protection or support.

# brighter futures

This year marks the 40th anniversary of Crisis. We were born in 1967 out of anger about the way people were homeless and left with no protection or support. Homelessness was seen as a social evil, which could be tackled, defeated and ended – certainly no one thought that Crisis would still be needed 40 years later.

Our anniversary is thus no cause for celebration. But we are marking and reflecting on it because to know the history of Crisis is to understand the story of homelessness in the UK, particularly amongst single people.

Over the last 40 years the landscape of homelessness has changed. At each stage Crisis has responded with a new focus and new set of services. In 1971 the lack of services for homeless people at Christmas was all too real. In response, Crisis Open Christmas was set up. Today it meets the needs of over 2,000 homeless people providing vital services and hope for the year ahead.

Throughout the years we have piloted new projects and new ways of working and delivering services. Crisis FareShare, which subsequently became its own charity, and Crisis SmartMove came into being this way. Since 1997 Crisis SmartMove has helped house over 10,000 single people. We have also looked at innovative ways to raise money such as our Christmas Card Challenge to companies which this year aims to raise over a million pounds.

We have not been afraid to challenge Government to face up to the human and financial cost of homelessness. The Housing Act of 1977 excluded the majority of single people from a right to housing. We responded with our first piece of published research, *A Street is Not a Home*, in

1978. This last year we highlighted the experience of homeless women. The story was harrowing to read and showed how much more we need to do.

We have also shone a spotlight on the growing issue of hidden homelessness. Government and the voluntary sector working together have greatly reduced the numbers of people sleeping rough on the streets. But this has left invisible the many single people who, not seen to be a priority, often slip through the net. We have estimated there could be as many as 400,000 such single homeless people living out of sight in hostels, B&Bs, squats and on the floors or sofas of friends and families. Many live lonely, unfulfilled lives. Through innovations such as Crisis Skylight and Crisis Changing Lives we are working to integrate people back into society by helping them to reskill, find work and become part of vibrant communities.

In my last report I welcomed Leslie Morphy, our new Chief Executive. Leslie has taken up the helm with great energy and enthusiasm. The team is drawing on the huge bank of knowledge and experience built over the last 40 years. But most importantly, Crisis is looking ahead to the challenges of the next decade and new ways it can bring attention to and tackle the scourge of homelessness and help individual people find their own path into a brighter future.

Since I became Chairman in 2002 I have been astounded by the generosity of supporters of Crisis. Thank you to the many thousands of you who have volunteered your time and skills, helped fund our services, participated in events and provided vital support to Crisis and single homeless people. We are greatly indebted to you.

Sir David Bell, Chair of Trustees



Crisis was founded in 1967 in response to the shocking Ken Loach film *Cathy Come Home* shown in the previous year and a publicity campaign led by reforming Conservatives William Shearman and Ian Macleod highlighting the plight of homeless people in London. Since then Crisis has evolved to meet the changing needs of single homeless people, campaigning for change and delivering innovative solutions to help people find a route out of their homelessness.

## 1960s

**67** 3,000 people gather for a candlelit vigil in Hyde Park to demonstrate their concern and anger about homelessness leading to the founding of Crisis.

**68** Development of homelessness charities and lobbying for housing legislation.

**69** A Canterbury to London reverse pilgrimage is led by Archbishop Ramsay and Ian Macleod in support of Crisis.

## 1970s

**71** First Crisis Open Christmas. 20 volunteers provide shelter and food to homeless people at St Anne's, Westminster, over Christmas.

**75** Independent surveys indicate that the number of single homeless people is increasing at a faster rate than at any time since the First World War.

**77** Housing (Homeless Persons) Act excludes most single people from a right to housing.

Unemployment starts to rise, causing increase in young single homeless people.

**78** *A Street is Not a Home*, first piece of research published by Crisis highlights the scale of street homelessness.

**79** Crisis launches a campaign against funding cuts for services for people with a dependency on alcohol.

## 1980s

**82** Unemployment rises to 3.2 million and the number of long-term unemployed hits 1 million.

**82** Crisis Vice President Lord Soper makes first radio appeal on Radio 4 raising £55,000.

**85** The Conservative Government closes 23 homeless resettlement units.

**85** Board and lodgings regulations report suggests that one in four people leaving prison have no home to go to.

**87** Weather forecaster Ian McCaskill presents BBC TV appeal in November raising over £97,000.

**88** HRH Princess Alexandra becomes Crisis' patron.

**89** Freda Evans, a volunteer for Crisis for over 16 years whilst sometimes working full time, is awarded an MBE in recognition of her work.

## KEY

**00** Crisis landmarks

**00** Other landmarks effecting Crisis



### ↘ 1990s

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**90** Number of people sleeping rough in London estimated at 2,000 on any one night.

First phase of the Rough Sleepers' Initiatives (RSI) announced together with the Homeless Mentally Ill Initiative.

**93** RSI Phase Two launched but still only a London initiative.

Crisis launches WinterWatch, a nationwide programme of winter shelters.

**94** Crisis FareShare, a food redistribution scheme, is launched in London and then extended across the UK (now an independent charity).

**96** Christmas Card Challenge is launched encouraging companies to donate money to Crisis instead of sending corporate christmas cards.

**96** Housing Act 1996 restricts rights to housing. Changes to Housing Benefit, including introduction of Single Room Rent restriction for under 25 year olds.

**97** Labour wins general election. Social Exclusion Unit established.

**97** Crisis SmartMove, a national rent deposit scheme to help single homeless people access homes to rent in the private sector, is launched.

**98** Crisis publishes *Bricks without Mortar*, a report into 30 years of single homelessness.

**98** Labour Prime Minister sets target that by 2002 the number of rough sleepers at any given point should be reduced by at least two thirds from the existing level of 1,850. The target was met ahead of time in 2001.

### ↘ 2000s

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**02** Homelessness Act states that all local authorities must have a homeless strategy and widens the priority need category determining eligibility for housing.

**02** Crisis updates brand identity to reflect plight of hidden homeless people and the role of Crisis in helping them transform their lives.

Crisis Skylight, a learning and activity centre, is opened in east London, providing learning opportunities for homeless people.

Crisis Changing Lives, a financial awards scheme to help homeless people achieve their vocational goals, is launched.

**04** Crisis Skylight Café, providing training opportunities for homeless people, opens its doors to the public.

Crisis Open Christmas takes place at the Millennium Dome.

**05** Government publishes its five-year strategy for tackling homelessness, introducing a new target to halve the number of households, primarily families, housed by local authorities in temporary accommodation. Establishes the £90 million Hostels Capital Improvement Programme, which has helped Crisis fund the development of Crisis Skylight in London and Newcastle.

**06** Learning Zone, part of Crisis Skylight, is launched providing basic skills and accredited learning.

Our campaign *Weapons of Mass Instruction – fighting homelessness through learning and skills* – is launched.

Crisis Open Christmas marks its 35th anniversary – COC takes place in seven centres across London, meeting the needs of over 2,000 guests, helped by a record number of 6,500 volunteers.

**07** Crisis' 40th anniversary. Crisis Skylight, learning and activity centre and Café, opens in Newcastle.

Crisis continues to challenge Government homelessness statistics which do not reflect the true extent of homelessness in the UK.

➤ **Our mission** is to fight homelessness and empower people to transform their lives and fulfil their potential.

➤ **Our vision** is that all homeless people, or those in danger of becoming homeless, should be able to access the appropriate individual help and support to enable them to break out of the cycle of homelessness and rebuild their lives.

### ➤ Map shows

Number of homeless people helped through Crisis Skylight, Crisis SmartMove, Crisis Changing Lives and Crisis Open Christmas (COC) in 2006/07.

### ➤ Crisis Skylight London

160 progressed into further education, training or employment from Crisis Skylight.

### ➤ Crisis Skylight Newcastle

Opened in April 2007. 130 participated in workshops and classes.



## ↘ Key facts

- Since 1997 Crisis SmartMove has helped over 10,000 people into long-term accommodation
- Since 2002 over 1,000 people have been helped to achieve their vocational goals thanks to Crisis Changing Lives
- Over 2,000 guests came to Crisis Open Christmas in December 2006
- Over 1,000 people participated in learning and skills programmes in 2006/07

### ↘ What we do

Crisis is the national charity for single homeless people. We campaign and deliver innovative services year-round to help people find a route out of their homelessness and rebuild their lives.

### ↘ Our approach

We adopt an innovative approach, filling gaps in service provision and testing out new ideas. We provide practical and emotional support and aim to empower homeless people to be agents of change in their own lives.

### ↘ Our services

#### **Crisis Open Christmas**

At Christmas we run temporary centres in London which offer food and companionship and over 20 vital services and professional advice. We also provide opportunities to learn new skills together with guidance on further learning, training and employment opportunities in the New Year. Our doors are open to over 2,000 guests and we draw on the vital help of over 6,000 volunteers.

#### **Crisis Skylight**

Crisis Skylight is a learning and activity centre based in east London and Newcastle. It provides an inspirational learning environment where homeless people have the opportunity to build on existing skills or develop new ones, helping them to regain self-esteem and confidence. The centres are open to other members of the public to create an integrated and vibrant community. Members can take part in practical and creative workshops including Art, Woodwork and Tai Chi. The Learning Zone, a high specification training suite

within Skylight, provides basic skills training in IT, literacy, numeracy and ESOL.

#### **Crisis Skylight Café**

Crisis Skylight Café is an inspiring, working café and art space in east London and Newcastle. Open to the public, the Café provides a route into work for homeless people. Under the guidance of an experienced Café manager, trainees receive individually structured training leading to recognised qualifications in food hygiene, customer care and health and safety, as well as more specialised skills in food preparation.

#### **Crisis Changing Lives**

Crisis Changing Lives is a UK-wide financial awards scheme which helps homeless people achieve their vocational goals. Applicants are awarded grants of up to £2,000 to access training courses, buy tools and equipment for work or help them set up their own business. Crisis also gives essential mentoring support and monitors how the funding has helped change applicants' lives.

#### **Crisis SmartMove**

Crisis SmartMove is a nationwide programme, delivered in partnership in 25 areas across the UK, providing homeless people with comprehensive housing advice and access to good quality accommodation in the private rented sector. It helps prospective tenants overcome barriers to accessing private sector housing, by offering landlords a guarantee in place of a traditional deposit. Through **Crisis SmartSkills**, an accredited learning

programme, tenants are provided with ongoing support and help to develop independent living skills.

#### **Crisis supportive housing model**

The Crisis supportive housing model, designed to tackle the lack of affordable homes in our cities, is in the process of development. Its unique approach is to provide high-quality affordable homes for both homeless people and low income workers together with high levels of support and employment opportunities, helping to create a supportive, inclusive and sustainable community. The first exemplar is proposed as part of the Mildmay Urban Village in Shoreditch, east London.

#### **Volunteering**

Crisis offers a range of volunteering opportunities and today has a bank of over 8,500 volunteers. We have a structured approach which includes General Volunteering, Member Volunteering and Youth Volunteering. Crisis Open Christmas had a record 6,500 volunteers in December 2006.

#### ↘ **Policy, research and campaigning**

Crisis develops policy and research and campaigns to raise awareness of homelessness and effect change. Using the insights from our research and service delivery we lobby MPs and Government to make the case for specific changes to policy and service delivery at all levels to improve the lives of single homeless people. Our *Weapons of Mass Instruction* campaign has been effective in highlighting the need for greater investment in learning opportunities and the benefits in tackling homelessness.

The combination of service delivery and campaigning enables Crisis to make a difference to an individual's life as well as to change the circumstances of many.

# practical solutions

I joined Crisis in November 2006 after 10 years as a director at The Prince's Trust. What attracted me to Crisis is its combination of service delivery and campaigning, which enables it to make a difference to an individual's life as well as to change the circumstances of many. Its 40-year history gives it authority and weight of experience. Its understanding of homelessness is deep rooted and enhanced by the daily contact that each and every member of staff has with homeless people. This daily contact provides us with stories about people's lives which in turn lead to the solutions that our services are designed to deliver. It also provides us with the case studies to take to Government to show what needs to be done to support people through homelessness into more stable lives.

At the heart of the organisation lies a commitment to help homeless people engage in learning, develop new skills and gain qualifications, often for the first time. We know that the majority of homeless people want to participate in education and training, recognising it as a route to employment, an opportunity to meet new people and broaden horizons. Our key challenge is to deliver learning opportunities in environments that give confidence and help people take steps to secure their futures. Equipped with new skills and provided with support, vulnerable adults can navigate and use services better, manage a tenancy, find and keep work.

Homeless people not only need the skills to forge a new life, they also need to be able to access affordable homes. Single people are particularly vulnerable to being priced out of the housing market and the majority are not eligible for social housing by local authorities. If affordable housing is to be put "within the reach not just of the few but the many", as the Government has committed, the needs of single people will become urgent. Demographic projections show that on average 70% of the increase in future households growth is likely to be amongst single people. We need more homes, but we also need a mix of housing in mixed communities and we need to find better ways of supporting people who have a history of homelessness.

Every day at Crisis we confront the damage that homelessness brings to men and women. But also every day we see small steps forward that people take – the steps which move people towards full and independent lives.

↘ Equipped with new skills and provided with support, vulnerable adults can navigate and use services better, manage a tenancy, find and keep work.

↘ We also need more affordable homes for single people, but most importantly we need a range of housing options in mixed communities and to find better ways of supporting people who have a history of homelessness.



### ↳ Experience of homelessness

- Homeless
- Unemployed
- Poor & low skills
- Poor health
- Lonely & isolated
- Lack of financial resources
- Poor self-esteem
- Excluded

### ↳ Crisis' solution

- Housing advice and help into new homes in the private rented sector
- Work placements in Crisis Skylight Café, job advice and vocational training
- Engagement activities, basic skills, IT and ESOL
- Health and wellbeing activities and optician service run through Crisis Skylight
- Companionship at Christmas and year-round through Crisis Skylight
- Crisis Changing Lives financial awards to help people progress
- Creative activities, Member Volunteering, Crisis Changing Lives
- Policy and research giving single homeless people a voice and ensuring their concerns are listened to

# One of the key developments was the opening of our second Crisis Skylight learning and activity centre in Newcastle.

I am delighted to report on the past year (2006/07) which has seen some significant achievements and developments. To put the year in context, we are currently operating within a 2004 to 2008 strategic plan, with an overarching aim of helping 7,000 single homeless people each year to transform their lives through the effective delivery and development of our services. We have exceeded this target in the past year.

One of the key developments was the opening of our second Crisis Skylight learning and activity centre in Newcastle, based on our highly successful model developed in east London. Already the new centre has become a vibrant place of learning and the Café is drawing in the public. We have had a great deal of support from local agencies and colleges. We look forward to working with them closely over the coming months.

This year, Crisis SmartMove, which since 1997 has housed over 10,000 single homeless people, has emerged as a leader in best practice in the private rented sector. We are delighted to be working with the Scottish Government and Welsh Assembly as well as across England delivering advice and training. Our work at Christmas saw some significant developments too. The Crisis

Open Christmas team made some radical changes by replacing the one big main centre with four smaller centres within inner London and we took important steps to becoming a 'gateway to mainstream services'.

Our *Weapons of Mass Instruction* campaign has been effective in raising the profile of Crisis as a high-quality provider of learning. Real effectiveness will be shown if Government allocates funds for adult learning for disadvantaged people in the Comprehensive Spending Review. Whilst Christmas remains a time when many people think of us most we have a clear year-round profile. We have highlighted services and events such as Crisis Skylight Art shows and job fairs. We have raised our profile with flair and imagination including Pudstock, a music event in January and our *See The Potential* awareness campaign in April which featured Skylight member Peter Murray, photographed by David Bailey.

We have been successful in attracting ministers, spokespeople from all political parties and officials from Government departments to see at first hand the impact of our work. The Minister for Housing, Yvette Cooper, spoke at the Crisis Annual Conference in June – which took *Tackling homelessness in the next decade* as its theme – and

ministers have visited Crisis' services on four occasions.

Whilst much has been achieved during the year, we have had our setbacks too. Perhaps the biggest was the decision by Tower Hamlets Council to decline planning permission for the Mildmay Urban Village development in Shoreditch, a decision which the partners are currently appealing.

I have had a great welcome at Crisis. Our Chair and Trustees are energetic in their support; our staff, now 103 strong, are creative, hardworking and committed. I am constantly amazed at the number of people who at some stage have volunteered for Crisis. We couldn't do what we do without these volunteers and nor could we do what we do in isolation from others working with and for homeless people in many different organisations. I am immensely proud, too, of our clients whether it is the art work they do, businesses they set up, or their ability to overcome very significant odds and in the process transform their own and others' lives.

Leslie Morphy, Chief Executive



#### ↳ Objectives for 2007/08

- Deliver further learning opportunities through Crisis Skylight in London and Newcastle, Crisis SmartSkills and Crisis Changing Lives
- Develop advice and tenancy support, food and shelter and vital services through Crisis SmartMove and Crisis Open Christmas
- Successfully appeal the decision by Tower Hamlets Council not to grant planning for the Mildmay Urban Village development in Shoreditch
- Develop a programme designed to deliver a further three Crisis Skylight centres outside London and two supportive housing developments
- Continue to raise the issue of single homelessness and Crisis' profile year round through publication of research, lobbying, campaigning and communications activity
- Put in place the appropriate infrastructure, processes and effective evaluation tools

# Crisis year from July 06 to June 07



## July 06

### Crisis Skylight Art Show

Members of Crisis Skylight showcase their work at end of term Art Shows which are open to the public.

Painting by Kristian Bégue, *St James Park*



## August 06

### Volunteer Summer Boat Party

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



## September 06

### Launch of Christmas Card Challenge

The launch of the Christmas Card Challenge took place in The Crypt in St Paul's Cathedral. Over 40 prospect companies came to the launch, hosted by Alastair Stewart, and the campaign raised over £800,000.



## January 07

### Pudstock

Crisis hosts Pudstock, an exclusive music gig – starring Pearl Lowe, Supergrass, Dirty Pretty Things, Graham Coxon, Athlete, Ed Harcourt and Racing for Pink – held at Proud Galleries, Camden.



## February 07

### WoMI campaign wins LabourSpace vote

Over 400 Crisis supporters voted WoMI campaign of the month on the LabourSpace website. This led to a meeting with the then Labour Party Chair Hazel Blears and with the Welfare Reform and Skills Ministers.



## March 07

### SmartMove Residential Conference in Birmingham

18 Crisis SmartMove partners attended a two-day conference at which Crisis provided information and training opportunities and shared best practice on working effectively with the private rented sector.



#### 📅 October 06

##### **Party Conference Season**

Our Weapons of Mass Instruction campaign had a major presence at the Conservative and Labour Party Conferences. Caroline Flint MP, Parliamentary Under-Secretary at the Department of Health, above with Duncan Shrubsole, Director of Policy & Research at Crisis, was one of the many visitors to the stand.



#### 📅 November 06

##### **40th Anniversary of BBC film *Cathy Come Home***

To mark the anniversary we published new research to highlight the particular experiences of homeless women 40 years on. The research was launched in Parliament with Margaret Moran MP, Chair of the All Party Parliamentary Group on Domestic Violence.



#### 📅 December 06

##### **Crisis Open Christmas**

Crisis Open Christmas opened its doors to over 2,000 homeless and vulnerably housed people over the eight days of Christmas, offering shelter, companionship and access to vital services and professional advice. A record number of 6,500 people volunteered.



#### 📅 April 07

##### **Opening of Crisis Skylight Newcastle**

Crisis Skylight Newcastle opens its doors to homeless people, offering a range of learning and skills opportunities to help homeless people fulfil their potential.



#### 📅 May 07

##### **Crisis Skylight wins Award**

Crisis Skylight wins the *Opening Doors to Adult Learners Award* as part of the National Institute of Adult Continuing Education (NIACE) Adult Learners' week.



#### 📅 June 07

##### **Fundraising Events**

1,850 people take part in fundraising events including Pedal to Paris in May and the Crisis Square Mile Run in June. The events raised £195,000.

# Our doors are open to homeless people all year round. But for many, their first contact and experience of Crisis is at Christmas.

Our doors are open to homeless people all year round. But for many, their first contact and experience of Crisis is at Christmas. Last year marked the 35th anniversary of Crisis Open Christmas. Over that time we have welcomed 22,000 guests, served 300,000 meals, and could not have done it without the help of over 36,500 volunteers.

As Crisis has evolved, so has Crisis Open Christmas. Today we aim to ensure that homeless and vulnerably housed people continue to enjoy companionship, shelter and support over Christmas. But of equal importance is access to life-enhancing services and opportunities that help them to find a route out of homelessness.

2006 saw some of the biggest changes to date as we moved to localise Crisis Open Christmas, replacing one main London

centre with four centres catering for 300 guests. Two of these became Reception Centres from where guests could be referred to other centres including a quiet centre, one for women and another for guests with dependency issues. In addition we continued to run the Deptford Day centre and for the first time were able to use the Broadway Day Centre in Shepherd's Bush.

This new approach presented a range of challenges, but thanks to donations of buildings from British Land and London Borough of Southwark we achieved our objectives. The quality of buildings was better than before. Each one was more comfortable for our guests with central heating and carpets. All in all we met the needs of over 2,000 people and delivered 20 vital services.

Working in partnership enabled us to make advances in delivering a range of

learning and skills opportunities and linking up our guests to all year round services. New relationships were formed with Tower Hamlets Lifelong Learning Service and the London Libraries Development Agency which led to the provision of library cards to guests at our east London centre, a first for London. Another key partnership was with the Upper Room, which provides work and accommodation advice to A10 nationals. The presence of the Citizens Advice Bureau for the first time also helped to establish local links for our guests and work with Street Outreach Services led to an increase in positive housing outcomes. We started to build relationships with other organisations such as the Red Cross and Jobcentre Plus and plan to build on these and many other links we forged in the coming year.

### ↘ Crisis Open Christmas

↘ Objectives for 2006/07	↘ Achievements	↘ Targets for 2007/08
<ul style="list-style-type: none"><li>→ Localise Crisis Open Christmas, replacing one main centre with four centres</li><li>→ Build partnerships with colleges, libraries and other learning, skills and employment services to create opportunities for guests after Christmas</li><li>→ Develop closer links with advice and homelessness services enabling guests to access support throughout the year ahead</li></ul>	<ul style="list-style-type: none"><li>→ 4 local centres replaced the main centre and working in partnership we delivered 20 services and developed close links with year-round support for our guests</li><li>→ Positive housing outcomes for 176 guests, up 14% on 2005</li><li>→ 1,100 guests used our IT facilities to create CVs, open email accounts and learn new skills, up 40% on 2005</li><li>→ 701 guests received medical treatment, up 6% on 2005</li></ul>	<ul style="list-style-type: none"><li>→ Provide shelter and support to 2,000 homeless and vulnerably housed people</li><li>→ Deliver 20 vital services across our centres including medical services, employment and housing advice</li><li>→ Help 200 guests improve their housing situation</li><li>→ Provide learning opportunities for guests at Crisis Skylight in east London to help more people engage at Christmas and throughout the year</li></ul>



### **Rosie Childs**

Rosie was first a guest at Crisis Open Christmas in 2003. Her homelessness stemmed from a very traumatic childhood, including neglect by her parents. After hitting rock bottom – suffering anorexia, physical abuse and alcoholism, which led to self-harm – she ended up sleeping rough.

Her turning point took place at Crisis Open Christmas. Rosie attended a creative writing workshop where she met one of our volunteers – Diane Taylor.

Rosie enjoyed writing and expressed her desire to write a book about her life. After listening to her story and finding the events of her life so compelling, Diane decided to help Rosie pen her autobiography and managed to find Rosie a publisher, Virgin Books. Her book, *Catch Me Before I Fall*, has since reached number five in various top ten bestseller lists and was published in paperback in April this year.

Rosie's book is available in bookshops or through [amazon.co.uk](http://amazon.co.uk)

# Creativity



# We then work with homeless people all year round helping them to rediscover their self-esteem, skills and motivation.

Homelessness deskills and isolates. We address this by providing opportunities for homeless people to rebuild confidence, nurture their talents, and gain new skills and qualifications which lead to further education and employment.

We know that homeless people prefer voluntary and community settings in which to learn. Creating the right environment is vital. Crisis Skylight, our learning and activity centre in east London, provides a light, informal activity space with an art room, workshops and studios together with the Learning Zone, a high-specification training suite. It is a safe, welcoming environment but one that inspires and encourages too.

In our new centre in Newcastle, which opened this April, we are creating a similar space which draws in both homeless and non-homeless people, making them feel part of a vibrant community. Since the opening 130 members have already signed up to workshops and classes.

Our members tell us that they need stepping stones to more formal learning and work. We meet this need through a broad range of structured and open access workshops and classes such as art, dance, carpentry and bicycle repair. These help to engage, stimulate and build new skills.

Last year we developed a more structured approach, ensuring members actively engage in a course of learning rather than one-off classes. Whilst this new approach meant that daily attendance fell short of our objectives, we believe the provision of quality learning opportunities that enable

progression better meets the long-term needs of our members.

Art and performance play an important role. Over the past year we held three Art Shows featuring 60 member artists. These exhibitions raised almost £10,000 for our members, who profit not only financially but also from taking part in the process of displaying, curating and exhibiting work in a professional setting. Our performance evenings feature dance, drama, music and poetry. These fun occasions enable members to share their new-found skills and talents.

To encourage progression, Individual Learning Plans are developed jointly with members. These form the basis of assessment at the end of term and clearly identify next steps for further learning. For some of our members transition into the Learning Zone is the logical next step. Here accredited courses are offered in numeracy, literacy, ESOL, IT and personal development. These qualifications not only boost learner confidence but gaining a nationally recognised qualification helps our members to move onto further training and employment.

Whilst we have considerable expertise in delivering engagement activities, our initial lack of experience in providing accredited learning opportunities led us to set overly ambitious targets at the beginning of 2006. We have taken action by strengthening the team and putting in place effective monitoring and evaluation tools to ensure we deliver on future objectives.

We were delighted to be awarded an *Opening Doors to Adult Learners Award* as part of Adult Learners' Week in May.

### ↘ Crisis Skylight

#### ↘ Aims for 2006/07

- Increase number of Skylight participants from 125 a day to 150
- Increase number of members enrolling in Learning Zone course to 400 and complete 350 qualifications
- Extend the range of vocational courses to include gardening, jewellery-making, joinery and plumbing
- Support 175 people to progress into further education and work

#### ↘ Achievements

- 100 members participated in Skylight classes daily
- 295 members enrolled in the Learning Zone and 250 completed accredited qualifications
- Vocational courses now include woodwork, plumbing and jewellery, film and video and gardening
- 160 people from Learning Zone and Skylight progressed into either further education, training, volunteering or paid employment

The award from the National Institute of Adult Continuing Education (NIACE), presented by Bill Rammell MP, Education Minister, recognised Crisis Skylight's innovative approach and our commitment to learning which we shall continue to build on in the coming years.



### Grace Mick

Grace was one of ten children and lived in a violent home. Because her life at home was so disjointed, she never did very well at school – leaving with just one GCSE and she's dyslexic as well.

She was seventeen when her family completely broke down. She found herself homeless, living in a succession of hostels and refuges and on friends' floors. Despite this, Grace was determined to better her education. There was just one problem. If she went back into full-time education she'd lose

her benefits and would be forced to leave her hostel – a barrier which many homeless people face. She could not afford to take that risk so came to Crisis Skylight to study part-time.

Before long she had graduated with certificates in basic Maths and English. With her new-found confidence and qualifications she now plans to continue her path into higher education, giving her a range of career options. Now when Grace applies for a job, she has a real chance.

### ↳ Crisis Skylight, London & Newcastle

#### ↳ Targets for 2007/08

- 950 people to attend an activity or class
- 250 people to achieve accredited qualifications
- Help 140 people to progress into further education or training
- Help 55 people to move into paid employment

# Self-Esteem



# Access to training and connecting people to potential employers is essential to moving on.

**Providing learning opportunities in the right place with the right approach is essential in helping a person overcome their homelessness. Vital too is access to training opportunities in a commercial environment and to potential employers and equipping people with the tools and resources to achieve their vocational goals.**

Crisis Skylight Café, which opened in London in 2004 and in July of this year in Newcastle, is one training and employment strand of the Crisis Skylight progression model. The Café aims to be both a thriving business and a training ground for homeless people.

Run by a professional manager, the Café provides training in catering and employability skills. In London over 660 members of the public visit our Café each week, giving trainees experience of

working in a highly demanding commercial environment.

Last year 11 trainees completed the training programme and seven moved on to paid employment. Whilst this fell short of our target of 20 trainees into employment, an accredited training programme offering City & Guilds and Learning Power qualifications has now been established. This will enable more effective monitoring of progress and proof of achievement and development. As a result, in the current year, our London Café aims to deliver 25 trainees into paid employment. In Newcastle the Café aims to help 10 trainees into work. Further expansion of the Café will accompany the roll-out of Crisis Skylight.

Direct access to employment agencies and potential employers is also provided both at Crisis Open Christmas and throughout the year at Crisis Skylight.

Last year we developed a new partnership with Jobcentre Plus delivering direct advice and holding job fairs for homeless people. These fairs bring together a whole range of organisations committed to meeting the training and support needs of homeless job seekers, including job preparation workers, college advisors, grant providers and volunteer co-coordinators. Clients are helped to produce a CV, apply for a national insurance number, open a bank account and gain relevant work experience. A wide range of employers have attended these fairs – including Asda, Next and Transport for London – enabling direct contact leading to job opportunities.

### ↘ Crisis Skylight Café

↘ Objectives for 2006/07	↘ Achievements
<ul style="list-style-type: none"><li>→ Develop a modular and accredited training programme that widens the training offered to homeless people and further enhances development of employability skills</li><li>→ Enable 20 trainees to move into paid employment</li><li>→ Roll out Café model to two further sites</li></ul>	<ul style="list-style-type: none"><li>→ 11 completed training programme</li><li>→ Seven trainees moved into paid employment</li><li>→ Income increased by 10%</li><li>→ New Café opened in Newcastle in July 2007</li></ul>

### ↘ Targets for 2007/08, including Newcastle

- 85 homeless people to participate in training programme
- 25 trainees to achieve accredited qualifications
- 35 trainees to move on to paid employment



**Nickola Chatham**

After experiencing abuse and violence at home, Nickola decided to run away. She found refuge in a hostel and during this time was referred to our training programme at Crisis Skylight Café. When she came for her first interview with her social worker she was very shy and lacked confidence in her ability to complete the training. However, it did not take her long to engage with the team. She learnt quickly, was highly motivated and very reliable. She

successfully completed the Supervisor training programme and – having experienced working effectively in a busy commercial environment – she secured a job at a Wagamama restaurant. Nickola has since returned home, helping her mother who has health problems. She is now looking for new opportunities and in the meantime is helping us in the Café when we need extra staff. She is welcoming and friendly with customers but also highly professional, self-assured and a great asset to our team.

# Achievement



# Many homeless people need additional support and resources to achieve their vocational goals.

Many homeless people need additional support and resources to achieve their vocational goals. Recognising this need, Crisis Changing Lives, our financial awards scheme, was set up in 2002 to provide homeless people across the UK with grants for training courses, tools and equipment necessary to get back to work or to help someone become self-employed, dependent upon a robust business plan. To date the scheme has provided over 1,000 financial awards.

Last year we exceeded our aims by making 232 awards totalling £186,700. These included an award for course fees for a young man to take a diploma at the London College of Fashion, funding to help a freelance stone mason get back to work and to help an applicant set up her hairdressing business.

We apply strict criteria to applicants. Candidates must be over 18, free from substance misuse, working with a support organisation and able to live and work in the UK indefinitely. We undertake monitoring of all our recipients for up to 12 months after they receive an award. Of the 175 recipients in 2005, 140 completed accredited courses or modules and achieved a qualification or are well on their way to doing so.

The scheme also encourages social integration. Attending courses, meeting other people in similar business ventures or doing a work placement all help to build self-esteem and make new contacts and friends. Last year 142 people reported that they had made

new social contacts as a result of these new opportunities.

To mark the achievements of Crisis Changing Lives recipients we hold an annual awards ceremony. In September 2006 the ceremony was hosted by Barclays which has funded the scheme since 2002 and whose Chief Executive John Varley is a passionate supporter of the work of Crisis. On the panel of judges was Anita Roddick, who has been a Patron of Crisis Changing Lives since its inception. We were very saddened to hear the news of her sudden death this September. Anita played a very active role in the programme, showing continual dedication to both the team here at Crisis and the homeless people that Crisis Changing Lives aims to help. Her words of encouragement and her faith in people's ability to really "change their lives" were often instrumental in helping recipients to take an even more positive step forward. She will be deeply missed by us all.

Last year Neal Harris, 28, from Guildford, Surrey won the Moving-On Award and was declared Overall Barclays Achiever. A well-educated young man who suffered from severe depression and drug issues, Neal had taken control of his life to become a personal trainer, fitness enthusiast and inspiration to others.

All the award winners are testament to the tremendous impact that the Crisis Changing Lives programme has on the lives of homeless people. They demonstrate how with determination and the right support homeless people can pursue their goals and transform their lives.

### ↘ Crisis Changing Lives

#### ↘ Objectives for 2006/07

- Make 190 Changing Lives awards
- Provide funding for 81 recipients to complete an accredited training course and gain qualifications
- Ensure that at least 124 recipients make new social contacts as a result of attending training, getting back into employment or starting a business

#### ↘ Achievements

- 232 Changing Lives awards made
- Funding provided for 140 recipients to complete accredited training and gain qualifications
- 142 people reported that they made new social contacts

#### ↘ Targets for 2007/08

- Make 235 awards totalling £201,000
- 150 recipients to report an increase in their self-esteem and confidence as a result of gaining funding
- Enable 120 recipients to undertake a recognised vocational course
- Enable 45 people to gain paid employment or become self-employed



### **Neal Harris**

Neal was brought up in a caring family but left home at a young age and fell into the drugs scene. When he was 21, he was diagnosed with bi-polar and manic depression. Due to his lifestyle and illness he also incurred large debts, which added to his depression. He isolated himself so much from his family and friends that he became homeless often sleeping rough and stealing food in order to survive. Eventually he moved to Vaughan House, run by English Churches Housing Group in Guildford, where he received the support he

needed to turn his life around. It was during his stay there that his key worker suggested he applied for a Crisis Changing Lives award, which helped Neal to re-train as a fitness instructor. After enrolling on an intense training and nutrition course, Neal then gained employment at a local health club and, amazingly, within 13 months was promoted to Gym Manager. Recognising his extraordinary achievement Neal won the Moving-On Award and was declared Overall Barclays Achiever, at our Crisis Changing Lives awards ceremony in 2006.

# Motivation



# Crisis SmartMove, our nationwide rent deposit scheme, has been highly successful in helping single people access good quality homes.

We are facing a huge challenge in the UK. There are thousands of people who lack a secure, stable place to call their own. There is an urgent need for more affordable homes but the private rented sector will always be key for single homeless people. We also need to tackle high levels of repeat homelessness and to find better ways to link all housing with opportunities for employment.

Crisis SmartMove, our nationwide rent deposit scheme delivered in partnership across the UK, has been highly successful in helping single people access good quality homes in the private sector. Last year Crisis SmartMove provided comprehensive housing advice to 6,839 people, of whom 1,127 moved into a new home. In addition, new tenants are supported by an accredited learning programme, Crisis SmartSkills, which

helps to break the cycle of repeat homelessness by providing one to one support and basic skills training for independent living. Last year our successful pilot, which took place in five locations, was rolled out in Edinburgh and Calderdale. Across the project 102 people engaged in a range of learning activities including literacy, numeracy and IT.

We continue to lead on the development of best practice by offering a national advisory service and training opportunities and have recently been commissioned by the Welsh Assembly and the Scottish Government to develop Good Practice Guidelines.

Drawing on our 40 years of experience, we are also pioneering the development of a new supportive housing model for the UK. The concept is based on the highly successful Common Ground model established in New York. One of

the defining features is the integration of new homes and support services for people with a history of homelessness into a mixed and supportive community. The model is a unique solution to problems we face in the UK because it

- integrates homeless and non-homeless people
- provides much needed permanent affordable housing
- delivers high levels of support, housing management and employment opportunities and
- creates a supportive, inclusive and sustainable community.

Housing created under this new model will vary in size, scale and density depending on the local need. It can be created as a new development or by the refurbishment of existing buildings. It is essential that the developments are mixed tenure communities, as this avoids stigma and is more inclusive.

## ↘ Crisis SmartMove

↘ Objectives for 2006/07	↘ Achievements
<ul style="list-style-type: none"><li>→ Provide housing advice to 5,500 people and to enable 1,000 to find new homes</li><li>→ Roll out SmartSkills to enable 100 people to achieve the City &amp; Guilds Profile of Achievement</li><li>→ Promote the use of the private rented sector and lead development of best practice</li></ul>	<ul style="list-style-type: none"><li>→ 6,839 people received comprehensive housing advice and 1,127 of these people accessed a home of their own</li><li>→ 102 people participated in SmartSkills, engaging in a variety of learning activities including literacy, numeracy and IT</li><li>→ 18 moved on to further education and training</li><li>→ 13 moved on to voluntary or paid employment</li></ul>

↘ Targets for 2007/08
<ul style="list-style-type: none"><li>→ 6,000 people to receive housing advice and 1,000 of these people to access accommodation through SmartMove</li><li>→ 180 to participate in SmartSkills</li><li>→ 100 people to achieve accredited qualifications</li><li>→ Advice and guidance to be provided to 120 organisations and 200 individuals</li></ul>



### **Ricky Bonner**

Ricky had been out of work since 1995 due to ill health and started drinking heavily. At his family's insistence he finally went into detox to save his marriage and sort himself out. After two weeks in detox and now feeling great, Ricky went back home but his wife still told him she had had enough and he had to move out. Barnet Council referred Ricky to Crisis SmartMove in Barnet and he managed to get a studio flat and started SmartSkills to help him

to live independently. Though gaining a lot of confidence through the Profile of Achievement sessions, Ricky still felt lonely during the rest of the week. The SmartSkills worker organised voluntary work for him and he now volunteers for Age Concern four days a week. His family is proud of him and so is he.

# Home





# Our key focus this year has been our campaign *Weapons of Mass Instruction – fighting homelessness through learning and skills.*



Our key focus this year has been our campaign *Weapons of Mass Instruction – fighting homelessness through learning and skills.* The campaign has put the importance of learning and skills for homeless people firmly on the Government's radar and has raised our profile as a high-quality provider of learning and skills.

We took the message to the Conservative and Labour Party Conferences and in November 2006 116 MPs signed our Early Day Motion. We also co-ordinated a joint letter to the Chancellor signed by over 30 organisations including Open University, Ruskin College Oxford, Unison and Mind. MPs on the Education and

Skills Select Committee back our arguments and have recognised the crucial role that services such as Crisis Skylight can play in *“guiding and supporting the most disadvantaged individuals back into learning”* and the need for more funding for first steps learning. Bill Ramell MP, Minister of State for Lifelong Learning, Further and Higher Education, speaking at the Adult Learner Awards in May, also recognised the issues. *“Over half of all homeless adults have low or no qualifications and 86% are unemployed. Crisis Skylight educates homeless people alongside those with homes – helping to re-socialise those who have dropped out of society and also opening people's eyes to the problem of the ‘hidden homeless’ – those who dwell in shelters and hostels.”*

Key to the success of the WoMI campaign has been the involvement of Crisis supporters. About 2,500 people took part in actions and in February 400 people voted on the LabourSpace website, making us campaign of the month. That led to a meeting with the then Labour Party Chair Hazel Blears MP and then with the Ministers for Welfare

Reform and Skills. We are now looking to the Government to deliver in its Spending Review the resources needed to invest in new places of change for homeless people and to fund the courses and activities they so desperately need.

### Effecting Change

We also campaigned on other issues affecting single homeless people including joining a coalition seeking the abolition of the Single Room Rent benefit restriction which causes real problems for young people. With other homelessness organisations we persuaded the Department for Communities and Local Government to look again at the issue of homelessness statistics and we are working with them to explore how they could better reflect a fuller picture of homelessness. We have continued to make the case that public services need to be more responsive and joined-up around the individual, particularly through our proposal of a single Service Navigator, and argued, with others, for welfare reform to really support homeless people into employment. We have helped shape the Mayor of London's new housing strategy, including consulting our members directly.

1 Caroline Spelman MP, the Shadow Secretary of State for Communities and Local Government, now Conservative Chair, and Jamie McCoy of the Crisis Homeless Peoples' Panel, at the Conservative Party Conference in October 2006.

2 Angela Smith, MP and now Parliamentary Private Secretary to Gordon Brown, visits the WoMI exhibition in the House of Commons in October 2006.

3 Pat McFadden, MP Social Exclusion Minister, visits Crisis Skylight in October 2006.

4 Bill Rammell MP, Minister of State for Lifelong Learning, Further and Higher Education, discusses the WoMI campaign at the LabourSpace exhibition in Parliament in April 2007.

5 Yvette Cooper MP, Minister for Housing, speaking at Crisis' Annual Conference in June 2007.

6 Nick Higham, BBC media correspondent, chairs questions and answers at Crisis' Annual Conference in June 2007.



## ➤ Influence

➤ Objectives for 2006/07	➤ Achievements 2006/07
<ul style="list-style-type: none"> <li>→ Produce research that highlights the scale and nature of homelessness and identifies innovative solutions</li> <li>→ Build partnerships to influence the Government's Education, Homelessness and Welfare to Work policies</li> <li>→ Ensure that in the 40th anniversary year of the film <i>Cathy Come Home</i>, single homeless people, the extent of hidden homelessness and the need to tackle it are not forgotten</li> </ul>	<ul style="list-style-type: none"> <li>→ WoMI campaign drew real attention to the need for investment in learning for homeless people</li> <li>→ Led coalition of over 30 organisations to make the case for learning and worked with others to present the case for welfare reform</li> <li>→ Worked with the BBC and <i>Observer</i> to mark the <i>Cathy Come Home</i> anniversary</li> <li>→ Launched new research on the experiences of homeless women helping to shape services across the homelessness sector and make the case for change</li> </ul>

➤ Targets for 2007/08
<ul style="list-style-type: none"> <li>→ Put single homeless people at the forefront of relevant policy debates, particularly making the case for new affordable housing to rent for those who have been homeless</li> <li>→ Deliver research into single homelessness that is cutting-edge, innovative and disseminated to maximum impact</li> <li>→ Hold events and seminars and work with MPs and Ministers to raise the profile of single homeless people and the issues they face, Crisis' services, research and public policy positions</li> </ul>

### 40th Anniversary of *Cathy Come Home*

To mark the anniversary of the BBC film *Cathy Come Home*, Crisis worked with the *Observer* and the Housing Corporation to produce a special supplement on homelessness today. We also launched in Parliament our own hard-hitting research into women who experience homelessness, highlighting how too many homeless women are facing situations of extreme vulnerability and are still, 40 years on, not getting the help they need. A number of organisations are using this and follow-up research exploring the lives of individual homeless women to change how they run and manage their own services.

### Lobbying

This year Government ministers have visited our services on 4 occasions and we have had visits from the Conservative and Liberal Democrat Housing spokespersons, backbench MPs from all three main parties, civil servants from across Government and a range of international visitors. Caroline Spelman, the Shadow Secretary of State for Communities and Local Government, now Conservative Chair, acknowledged the role that we have played in *"in highlighting the issue of the hidden homeless – those who don't even make it onto the local authority spreadsheet."*

We have held a series of successful seminars in Crisis Skylight in London on

our own research into women's experience of homelessness and the use of the private rented sector, on reviewing homelessness statistics and on the Hills Review of the future of social housing. We also held a successful conference at the London Stock Exchange on the challenges of tackling homelessness over the next decade. Minister of State for Housing and Planning, Yvette Cooper, who was a keynote speaker, paid tribute to the work of Crisis and other voluntary sector and statutory agencies which support *"those who face the greatest crises in their lives, not having a roof over the heads, and all of the implications that can have on every aspect of their lives."*

# Our volunteers come from all walks of life – airline pilots, bankers, builders, CEOs, doctors and taxi drivers.

As our story shows, it has been the passion and commitment of dedicated volunteers that has enabled Crisis to touch the lives of thousands of homeless people. Today over 8,500 volunteers give us their time and energy each year. Our work would not be possible without them.

This year we started the groundwork towards becoming a national leader in the delivery of innovative volunteering programmes. We have a structured approach with General Volunteering, Member Volunteering and (following, an award from V, the national youth volunteering charity) Youth Volunteering. We are benchmarking all our volunteering activities with the latest good practice guidelines, defining roles and investing in training such as Understanding Homelessness, Drugs Awareness and Mental Health Issues.

Crisis Open Christmas had a record number of 6,500 volunteers in December 2006. This is one of the largest single volunteer-led events. Our volunteers come from all walks of life – airline pilots, bankers, builders, CEOs, doctors and taxi drivers. We are indebted to them for their support. There are also many year-round opportunities throughout the organisation to work as volunteers in Crisis Skylight and in Head Office.

Our Member Volunteering project, which offers members a three-month structured volunteering opportunity, has made a significant impact this year. 20 homeless members were placed in roles across the organisation with clearly defined learning objectives. Eight members moved on to employment, including one member who is now a finance co-ordinator at Crisis and

another who has become an IT support worker. The remaining 12 moved on to further training and education and most importantly all acknowledge an increase in confidence and motivation. In the coming year we plan to invest further resources to enable the placements to become accredited. The programme will also be replicated in Crisis Skylight Newcastle.

Youth Volunteering is a new addition this year. The funding from V will enable Crisis to provide opportunities for 52 disadvantaged young people to get involved in projects over the next 12 months, such as promoting Crisis Skylight Café in London and setting up an exhibition in Newcastle, culminating in a graduation ceremony in March 2008.

### ↘ Volunteering

↘ Objectives for 2006/07	↘ Achievements	↘ Targets for 2007/08
<ul style="list-style-type: none"><li>→ Establish Crisis as a leader in best practice</li><li>→ Develop volunteering opportunities for homeless people that increase interpersonal and employability skills and help reintegration</li><li>→ Develop a volunteering strategy that will make Crisis a national leader in delivery of innovative and effective volunteering programmes</li></ul>	<ul style="list-style-type: none"><li>→ 6,500 volunteers at Crisis Open Christmas</li><li>→ 100 volunteers (non COC) attended training sessions</li><li>→ 20 members successfully completed the Member Volunteering Programme</li></ul>	<ul style="list-style-type: none"><li>→ Recruit 6,000 volunteers for COC</li><li>→ Recruit 52 young volunteers for the V Youth Volunteering project and deliver six successful projects</li><li>→ 20 members to complete the Member Volunteering programme</li></ul>

**Mike Tuohy**

Mike has been working as a volunteer for Crisis Open Christmas for 29 years. He started as a general volunteer but over time took on more responsibility and has been a Senior Volunteer (Green Badge) for the last 18 years. Mike is responsible for ensuring a Christmas centre is operating smoothly and ensuring that 300 homeless guests' needs are fully met. Together with his colleagues in the Green Badge team, he also manages up to 150 other volunteers in a shift. Mike's passion and commitment have inspired many other volunteers. His work has also had a great impact on his life.

*"Through shared experiences I have developed friendships that will last a lifetime, together with meeting my wife. I have learned to look at people as individuals rather than as a group and never to judge someone by the way they look or behave."*

Mike lives in Hertfordshire with his wife Michelle, who also continues to volunteer for Crisis, and his three-year old son, Andrew. Mike is a qualified accountant, although recently changed his career to work as an area building manager for a large firm of surveyors in London.

# Friends



# Working with others is increasingly important if we are to provide support for the individual needs of homeless people.

Last year the Crisis Open Christmas team established new relationships, in particular with the Broadway Centre in west London, Project London and the Red Cross. In the learning and skills arena, we have developed partnerships with colleges in London and other organisations such as Jobcentre Plus, Learn Direct and the National Institute of Adult Continuing Education. We also have long-standing relationships with Cardboard Citizens and Streetwise Opera, together with new friends in the arts such as Ten Feet Away and Index Arts, who enrich Crisis Skylight and provide wider opportunities for our members.

Crisis SmartMove is delivered by a network of franchises across the UK and this continues to grow in scale. We are excited about opportunities for youth volunteering thanks to generous funding from V and we continue to be supported by the Department of Health to run volunteering activities. We are fully committed to working closely with our colleagues in the homelessness sector, and recently supported St Mungo's in the launch of the latest edition of *In Reach*, a vital publication for homeless people.

We are grateful to the Department for Communities and Local Government and the support we have received through the Hostels Capital Improvement Programme. This funding has enabled us

to develop the range of services we offer through Crisis Skylight in London, and to develop Crisis Skylight in Newcastle. We also appreciate the support of Newcastle City Council and other agencies in the city who have helped us establish Skylight there.

The proposed Mildmay Urban Village on a site in Shoreditch is the result of a unique collaboration of individuals and organisations across the voluntary, local, commercial and financial sectors. The scheme for Shoreditch has been developed with Genesis Housing Group, in partnership with the landowners Mildmay Mission Hospital and the Shoreditch Tabernacle Baptist Church and English Partnerships. But the realisation of our vision has and continues to involve leading architects, Fielden Clegg Bradley and Matthew Lloyd Architects; other organisations such as the Housing Corporation, Tower Hamlets PTC, King's Fund and the GLA; and individuals such as David Gilmour whose personal commitment and generous funding have been instrumental in bringing our vision alive.

Also this year we began to develop a proposal to link homeless people directly to job opportunities, working with skills brokers and training providers together with voluntary and private sector organisations.

### ➤ Partners

#### Volunteering

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

#### Crisis SmartMove

- ➔ Action Housing Association Ltd
- ➔ Barnet Housing Aid
- ➔ First Housing & Support Services
- ➔ The Wallich Clifford Community
- ➔ Calderdale Bond Board
- ➔ 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 Trust
- ➔ 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

## ➤ Thank you

The impact of our work is made possible thanks to the support of 66,000 individuals and many companies, trusts and other organisations who have funded our work through donations and grants over the past year. Much of our support comes from committed donors who support us with regular donations. The stability that this brings is a big help in allowing us to plan and commit resources to support homeless people.

Crisis would particularly like to thank those organisations which together provided over £1m of gifts in kind to support Crisis Open Christmas and those which have provided support of £5,000 or over to Crisis.

### ➤ Partners continued

#### **Crisis Changing Lives**

- ➔ Barclays Bank PLC
- ➔ Linklaters

#### **Crisis Skylight London**

- ➔ Department for Communities and Local Government
- ➔ Newham College
- ➔ Cardboard Citizens
- ➔ Streetwise Opera
- ➔ Ten Feet Away
- ➔ Vision Impossible
- ➔ Providence Row Housing Association
- ➔ Index Arts

#### **Crisis Skylight Newcastle**

- ➔ Department for Communities and Local Government
- ➔ Newcastle City Learning, Newcastle City Council
- ➔ Newcastle College Community Engagement
- ➔ Business Link and People into Enterprise
- ➔ Newcastle City Council, Strategic Housing Service, Regeneration Directorate

#### **Crisis Open Christmas**

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

A Quick Sale	Friends Provident	Reed Smith
Abbey	G.V.A. Grimley	REN
ABN AMRO	Gallaher	Rolls Royce
Accenture	George Wimpey	Savoy Educational Trust
Alfred McAlpine	GlaxoSmithKline	Schroders
Allen & Overy	Glencore UK	Scotshill Trust
Alliance & Leicester	Grosvenor Estate	ShareGift
AMD (UK)	Guest Invest	Sherburn House Charity
AMEC	HBOS	State Street Bank
Amlin Corporate Services	Hilton International	StreetSmart
Ashurst	International Power	Tata Consultancy Services
Babcock International	INVERSCO UK	Taylor Wessing
Baker & McKenzie	J O Hambro Capital Management	The Adint Charitable Trust
Bank of America	Jones Day	The Barbour Trust
Barclays	JP Morgan Chase Foundation	The Boughton Trust
BDO Stoy Hayward	Jupiter Asset Management	The Constance Green Foundation
BG Group	King/Cullimore Charitable Trust	The Cotton Trust
BHP Billiton	Kingston Smith	The D G Charitable Trust
Blackrock	Link Brokers	The Dorothy Holmes Charitable Trust
Blakes Benevolent Trust	Linklaters	The Dorus Trust
Bloomberg	Lockton Alexander Forbes	The French Huguenot Church of London Charitable Trust
Bradford & Bingley	London Housing Foundation	The Gwyneth Forrester Trust
Bridgepoint Capital	London Stock Exchange	The H B Allen Charitable Trust
BT	M & G Investments	The National Assembly for Wales
Building Societies Trust	Man Group plc	The Paul Hamlyn Foundation
Cadbury Schweppes	Mercer Oliver Wyman	The Pine Shop
Calyon	Miller Insurance Services	The Popli Khalatbari Charitable Foundation
Chubb Insurance	Mishcon de Reya	The Scottish Government
City Parochial Foundation	Morgan Stanley	The Sir James Roll Charitable Trust
Colliers CRE	N M Rothschild & Sons	The Thomas J Horne Memorial Trust
Communities and Local Government	Newcastle City Council	Threadneedle Investments
Community Foundation	Newham College of Further Education	Tower Hill Trust
EDF Energy	Northern Rock Foundation	Tower Homes
Ernst & Young	Oak Foundation	V
Esmée Fairbairn Foundation	Off the Streets and into Work	William Grant & Sons
Euroclear	Old Mutual	
European Credit	Olga TV	
Faegre & Benson	Opportunities for Volunteering	
Fidelity International	Pearson	
Financial Services Authority	Pret A Manger	
Financial Times		
Freshfields Bruckhaus Deringer		

# A common determination to tackle homelessness brings together people from many different industries and professions.

Our Patron, Trustees and Vice Presidents bring a wealth of knowledge and experience and vital support to the organisation. We thank them for their energy and commitment throughout the year and look forward to working closely with them in the year ahead.

### ↳ Patron

- HRH Princess Alexandra, The Hon. Lady Ogilvy, GCVO

### ↳ Board of Trustees

- Sir David Bell, Chair
- Hugh Biddell
- Tom Bolger
- Nigel Carrington, Treasurer
- Neil Churchill
- Liz Cleaver
- Peter Davies (to June 2007)
- Jane Furniss
- Philip Graf
- Suzanne Hudson
- Joy Johnson (to June 2007)
- Lurene Joseph
- Nick Light, Deputy Chair (to June 2007)
- Hannah Lownsbrough
- Canon Bruce Saunders (appointed September 2007)
- Murray Shanks
- Paula Sussex

### ↳ Vice Presidents

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

### ↳ Senior Management Team

- Leslie Morphy, Chief Executive
- Andrew Page, Director of Fundraising
- Lucy Penna, Director of Corporate Services and Company Secretary
- Phil Power, Director of Communications
- Duncan Shrubsole, Director of Policy and Research
- Micky Walsh, Director of Client Services

## ↘ Our staff

The staff team at Crisis, now 103 strong, is creative and hardworking. Below we have highlighted some of the vital roles employees play. They are just some examples of the many people who work behind the scenes at Crisis, whose passion and commitment underpin our work.



### ↘ Shaz Khan

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#### **IT Manager**

Since 1999 Shaz has overseen two major IT moves, transformed the whole of our IT system and set up three new IT training suites for use by homeless clients as well as setting up over 100 PCs across our Crisis Open Christmas centres each year.



### ↘ Laura Phillips

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#### **Progression Manager**

Laura provides 1:1 support to Crisis Skylight clients wanting to progress into further education, vocational training, employment or volunteer work. She works closely in partnership with other organisations to deliver job fairs and is currently leading on the development of services designed to meet the specific needs of homeless women.



### ↘ Janine Ness

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#### **Learning and Services Manager, Newcastle**

Janine's role is to design, plan and work with the team in Newcastle to deliver a range of learning opportunities for homeless people, helping them to gain confidence, develop skills and supporting them into further learning and employment.



### ↘ Paul Andrew

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#### **Project Worker and COC Green Badge**

Paul is one of seven project workers in Crisis Skylight London who encourage members to participate fully in classes and workshops ranging from art to woodwork. Paul is also a Senior Volunteer at Crisis Open Christmas.



### ↘ Danny Quinn

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#### **Warehouse Distribution Supervisor**

Danny, himself homeless for four years and a volunteer for Crisis since 2001, is now a paid employee supervising our warehouse, which stores all the donations for Crisis Open Christmas ranging from towels to fridges, computers to canned fruit.



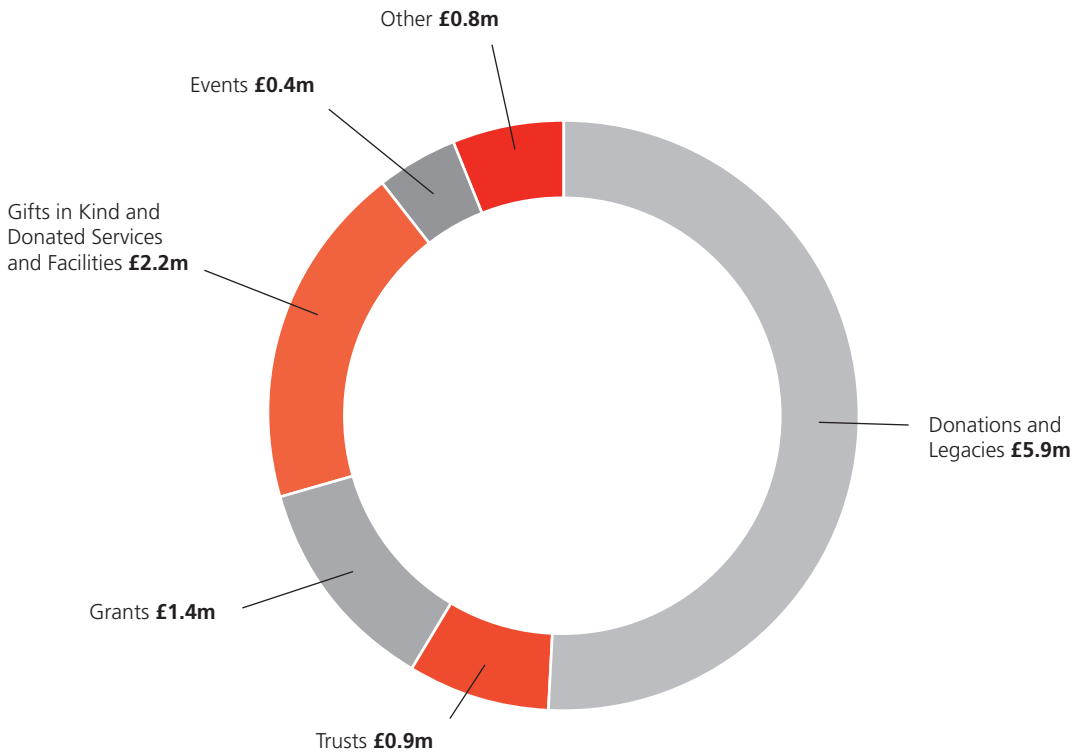
### ↘ Stephen Pegg

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#### **Finance Co-ordinator**

Steve is a key member of the finance team. He ensures all expenditure is made on time and procedures are adhered to including payment of invoices, direct debits and petty cash. He has also run the Great North Run twice for Crisis.

# Where it comes from

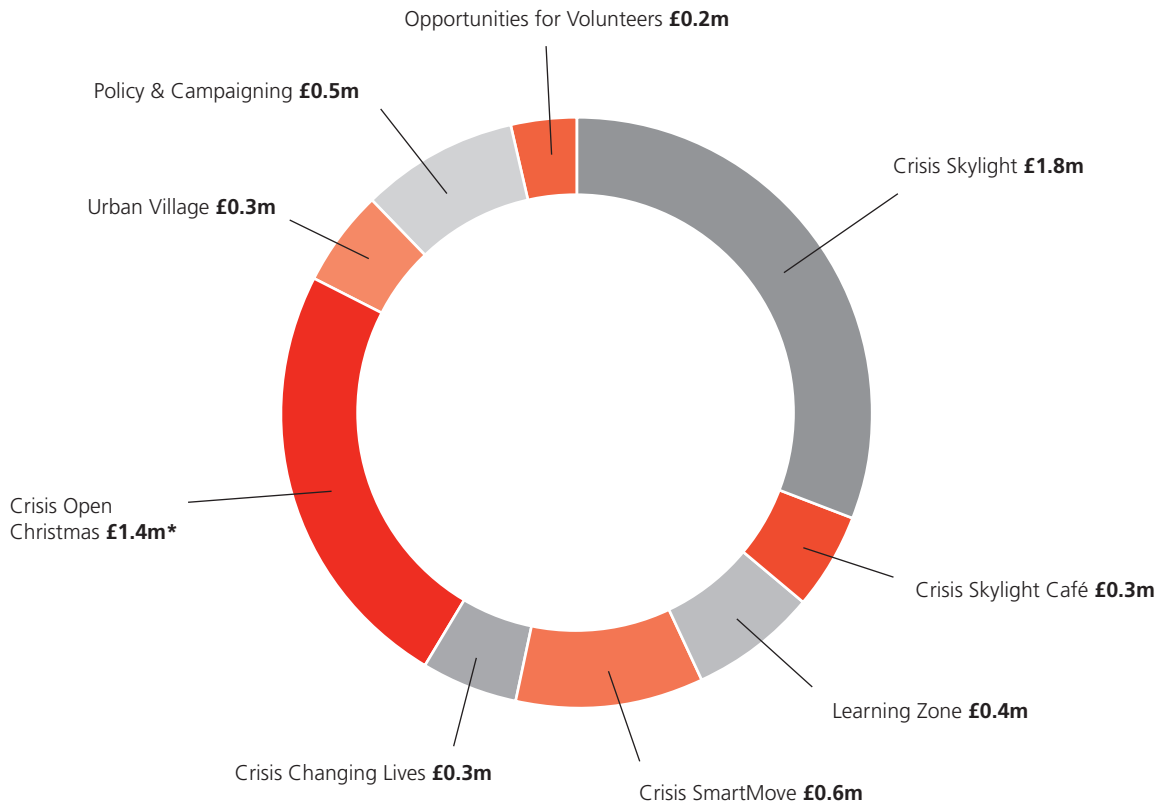


## How we raised our income

Of the £5.9 million donations and legacies received, £3.8 million came from individual donors and community groups and £2.1 million came from corporate supporters. Donations of gifts in kind, services and facilities amounted to £2.2 million, including advertising space and donated buildings and facilities for Crisis Open Christmas, conferences and seminars. Grant income includes a £1.1 million grant from the Department for Communities and Local Government for the purchase of a building for Crisis Skylight in Newcastle.

# Where it goes

## Charitable expenditure



### How we spent the money

£1.8 million of expenditure related to the Skylight activity centres. During the year a new Skylight centre was opened in Newcastle and operational expenditure of £0.4 million was incurred on this new project. \* £1.0 million of the £1.4 million expenditure on Crisis Open Christmas comprised donated goods and services. Expenditure on Crisis SmartMove increased to £0.6 million in order to provide additional support to our SmartMove and SmartSkills partners to enable them to develop new services.

## 3\_How we do it | Financial summary

### Consolidated Statement of Financial Activities

For the year ended 30 June 2007	2007 £m	2006 £m
<b>INCOMING RESOURCES</b>		
<b>Incoming resources from generated funds:</b>		
Voluntary income		
Donations, legacies and similar income	6.8	5.6
Grants	1.4	0.6
Gifts in kind	0.5	0.4
Donated services and facilities	1.7	1.0
Activities for generating funds		
Events & Commercial Trading Operations	0.5	0.5
Other income	0.7	0.6
<b>Total incoming resources</b>	<b>11.6</b>	<b>8.7</b>
<b>RESOURCES EXPENDED</b>		
<b>Costs of generating funds</b>	<b>3.7</b>	<b>2.7</b>
<b>Net incoming resources available for charitable application</b>	<b>7.9</b>	<b>6.0</b>
<b>Charitable expenditure</b>		
Crisis Open Christmas	1.4	1.3
Policy & Campaigning	0.5	0.6
Learning Zone	0.4	0.4
Crisis SmartMove	0.6	0.4
Urban Village	0.3	0.2
Crisis Skylight	1.8	1.4
Crisis Changing Lives	0.3	0.4
Opportunities for Volunteers	0.2	0.1
Crisis Skylight Café	0.3	0.3
<b>Total charitable expenditure</b>	<b>5.8</b>	<b>5.1</b>
Governance costs	0.1	0.1
<b>Total resources expended</b>	<b>9.6</b>	<b>7.9</b>
<b>Net incoming resources and movement in funds</b>	<b>2.0</b>	<b>0.8</b>

## Consolidated Balance Sheet

As at 30 June 2007	2007 £m	2006 £m
<b>Fixed assets</b>		
Tangible fixed assets	2.5	0.7
<b>Current assets</b>		
Investments	7.0	5.9
Debtors	0.5	0.4
Cash at bank and in hand	0.2	1.1
	7.7	7.4
<b>Creditors:</b> amounts falling due within one year	(0.4)	(0.3)
<b>Net current assets</b>	7.3	7.1
<b>Total assets less current liabilities</b>	9.8	7.8
<b>Net assets</b>	9.8	7.8
Represented by:		
Unrestricted income funds		
General funds	2.5	1.3
Designated funds	1.0	1.7
Restricted income funds	6.3	4.8
<b>Total funds</b>	9.8	7.8

For a full copy of Crisis 2006/2007 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.

# There are lots of different ways people can get involved to support the work of Crisis.



## ↳ Participating in events

- Crisis Square Mile Run
- Crisis Music Event
- Cycle to Paris – and to Geneva!
- London Marathon
- Great North Run
- Parachute jumps

## ↳ Volunteering

- Over 6,000 volunteers needed to deliver Crisis Open Christmas
- Volunteer tutors needed to share their skills in Crisis Skylight
- Work behind the scenes to support Crisis' offices

## ↳ Campaigning

- Help effect change
- Lobby MPs
- Sign up to campaign actions
- Make your voice heard

## ↳ Donating

- Regular donations
- Major gifts
- Payroll giving
- Legacies

## ↳ Companies

- Charity of the Year
- Corporate Social Responsibility
- Gifts in kind
- Employee involvement

## ↳ Trusts

- Course places for our members
- Projects and services
- Establishment of new UK centres
- Staff and trainer salaries

# 400,000 people need your...

## Time

## Money

## Skills

“Every week I see how by sharing just some of my time and skills I can help someone make big changes in their life.”

Vicky Franklin, Volunteer Assistant Teacher, Crisis Skylight

### ↘ Time

Do you have three minutes to spare, a couple of hours one evening or are you looking for a fulfilling long weekend away? **Thousands of single homeless people need your time.**

- Three minutes to nominate Crisis as your Company's charity of the year
- Five minutes to set up a Direct Debit to make a regular gift to Crisis
- 30 minutes to run the Crisis Square Mile Run
- Two hours to volunteer your skills in Crisis Skylight
- Eight hours to do a volunteer shift at Crisis Open Christmas
- Four days to cycle from London to Paris

### ↘ Money

With 2007/08 expenditure of £9.1m and exciting development plans for the future, it is critical that Crisis' current income levels are maintained. Unlike other organisations in our sector we are not dependent on statutory funding, which puts more pressure on us to ensure we attract new funding from our 66,000 individual donors, corporate partners, trusts and foundations, church and schools supporters. **Your money will help transform lives.**

- £2.50 could pay for five guests to enjoy Christmas dinner
- £25 could buy essential textbooks for students wanting to progress into further education
- £250 could pay for furnishing a library area at one of our Christmas centres
- £2,500 could help provide grants for vocational training

- £25,000 could help support tutor costs in Crisis Skylight for one year
- £250,000 could help support the capital costs of creating a new Crisis Skylight centre

### ↘ Skills

At Crisis we help homeless people rebuild their self-esteem, nurture their skills, achieve qualifications that lead to employment. **You can help too by sharing your skills.**

- At Crisis Open Christmas we need doctors, dentists, teachers, hairdressers and Scrabble players!
- In Crisis Skylight we welcome artists, carpenters, linguists, musicians and tutors
- Across the organisation there is a range of opportunities to work with all our teams but most importantly to work with and support our homeless members and guests

→ find out more at [www.crisis.org.uk](http://www.crisis.org.uk) or call 0800 038 48 38

# Support us

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

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

Crisis UK (trading as Crisis)  
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Company Number: 4024938  
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**Fighting for hope for  
homeless people**