



IMPACT REPORT 2013/14

Crisis

Crisis is the national charity for single homeless people.

Our purpose is to end homelessness.

Homelessness is devastating, leaving people vulnerable and isolated. We believe everyone deserves a place to call home and the chance to live a fulfilled and active life.

Crisis helps people rebuild their lives through housing, health, education and employment services. We work with thousands of homeless people across the UK and have ambitious plans to work with many more.

We are also determined campaigners, working to prevent people from becoming homeless and to change the way society and government thinks and acts towards homeless people.

Crisis has worked with tens of thousands of volunteers and with many organisations for more than 45 years and we will continue to work with all those who, like us, believe homelessness is simply wrong.



WATCH THE IMPACT REPORT FILMS

All the people's stories contained here are also captured on film. To watch, simply use the QR Codes you'll find throughout the report. You'll need a QR Code reader app, widely available for most smartphones.

Alternatively, go to www.crisis.org.uk/impactreport to find all the films in one place.



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Above: A warm welcome at Crisis Skylight Merseyside

FOREWORD

Whilst small shoots of economic recovery may be appearing, times remain as tough as ever for people who are homeless and for the many whose grasp on the place they live is fragile.

In London rough sleeping has risen by 36 per cent over three years. And some 112,070 individual households sought help with homelessness from local councils in the last 12 months. At the same time funding for services for homeless people has been reducing.

In the midst of this bleak landscape Crisis has risen to ambitious challenges we set ourselves in our new strategic plan and this year we have fulfilled our commitment to help more people in more places and to change their lives for good.

WE HAVE A TWIN TRACK APPROACH TO ENDING HOMELESSNESS THAT STARTS WITH VERY PRACTICAL SUPPORT: EDUCATION, EMPLOYMENT, HEALTH AND HOUSING SERVICES.

Crisis is now firmly established in eight regions and cities across the UK. In 2013/2014 we witnessed a series of firsts that showed the real impact of our growth into new places.

Two packed houses of clients, partners and volunteers greeted our new teams in Coventry and South Yorkshire for the first Crisis Celebration of Achievement events. A pilot project working with young homeless people in Oxford has been very popular and now has a firm base.

Our more established services have also grown, reaching new milestones. Our London building had a major facelift while Merseyside and Birmingham are creating new spaces for people to train and learn.

We also expanded our Crisis at Christmas to Edinburgh for the first time where the city's commercial and resident communities volunteered to create a day of festivities and vital services.

Boosting our own housing services is another priority for Crisis. Our government funded work helping local housing projects has supported 8,123 people to find a home and we have increased our own housing teams, including a new one in Oxford.

The track running parallel to our service delivery is our research and campaigning designed to change policy and attitudes to homelessness. Through ground breaking research we brought attention to the appalling conditions that some people are forced to accept when left at the mercy of bad private landlords. These unacceptable conditions need to be met by more effective regulation and better enforcement.

Everywhere Crisis works, we listen to our clients. We have widened the breadth of that listening this year and set up a series of in-depth and independent evaluations of our services that will continue for the life span of our five year strategy.

Interviews with hundreds of clients and analysis of thousands of feedback reports are showing us that we're on the right track as well as giving us pointers to how we could do better. Our goal is to support people to transform their lives. These evaluations will thoroughly test the effectiveness of that goal over the coming years.

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OUR PRIORITIES

Our priorities for 2013-2018 reflect growing demand for our services and the need to campaign strongly to address rising homelessness as the economic downturn, housing crisis and benefit cuts continue to affect more people.

1. Deliver high quality services that enable housing stability, financial security, improved wellbeing and the development of positive relationships
2. Develop and deliver a range of housing solutions
3. Be the leading source of knowledge on causes, effects and solutions for single homelessness
4. Influence opinion and public policy and raise awareness so that homelessness matters to more people
5. Raise funding to support existing activities and growth plans
6. Develop our people, systems and operating methods to ensure that they effectively support Crisis' activities, growth and development

FOREWORD CONTINUED...

This is the last time I introduce our year's record of achievements and challenges as Chief Executive, and I'm immensely proud of the charity's achievements.

IN EIGHT YEARS I HAVE SEEN CRISIS GO FROM STRENGTH TO STRENGTH, THROUGH THE EFFORTS OF PASSIONATE AND COMMITTED TEAMS OF STAFF AND VOLUNTEERS, SUPPORTED BY THE GENEROSITY OF DONORS AND PARTNERS, LARGE AND SMALL.

My abiding memories will be the people I've met on the night shift visits to our Christmas centres, at celebration events and in our workshops and classes. I have watched Crisis ignite the spark of self-belief and self-respect that provides a foundation to move on. It has been a privilege.



Leslie Morphy
Chief Executive

EDUCATION

Members of our Write Up the Referendum class in Edinburgh were honoured with the Outstanding Achievement Award at Edinburgh Adult Learners' Week. The group of homeless men identified issues of importance to them around Scottish independence and tackled them with humour and comedy, while reconnecting with the politics of their country.

EDUCATION IS AT THE HEART OF CRISIS – SUPPORTING PEOPLE TO BUILD KNOWLEDGE AND SKILLS, GROW IN CONFIDENCE AND OPTIMISM FOR THE FUTURE.

Lack of skills and qualifications can lead to people becoming homeless and keep them

there, isolated from society, work and independence.

Learning to use a computer at our IT classes moves people closer to employment and financial stability while literacy and numeracy classes help people cope better with everyday life, budgeting or paying the bills.

In-depth interviews with 135 clients across all our locations and a series of focus group discussions with many more went towards the first major evaluation of our services, published this year.

Clients told researchers from the University of York that:

“Crisis helped give structure and direction to their lives and improved their self-confidence and social skills,” and that they: “valued the focus on courses that were accredited and led to recognised qualifications...prized both in the sense of delivering tangible outcomes and giving them a sense of achievement.”

The report authors said: “There was not a sense of being pressured or rushed, sometimes particularly important when a service user had little experience of a learning environment...education was generally thought to be pitched at the right level, not too basic but not too challenging either.”



OUR TARGETS

| | 2013/14 TARGET | 2013/14 RESULT | 2014/15 TARGET |
|--|----------------|----------------|----------------|
| People who participated in a Crisis learning activity | 6,234 | 6,560 | 7,684 |
| People who gained a certificate/qualification | 1,702 | 1,422 | 1,935 |
| Total certificates/qualifications awarded | 2,365 | 2,853 | 3,150 |
| People who participated in an external training course | 546 | 594 | 706 |
| Number of new Crisis Skylight centres | 1 | 1 | 0 |

“**CRISIS OPENED MY MIND TO WHAT I COULD DO, WHO I COULD BECOME.**”

- Jonathan



JONATHAN, MERSEYSIDE

I was sharing a flat with my girlfriend, working on the docks, packing, putting stuff in boxes. That was 40 hours a week plus, all the hours I wanted.

When we broke up, I had nowhere to go. I'd sleep on mates' couches. But, when that didn't work out, I'd just walk around trying to keep awake. Sometimes I slept in logs and carved out trees. I never stayed in the same place in case someone came and punched me or something. In the end I lost my job. I couldn't function, couldn't keep it up because I wasn't sleeping.

When I finally got into a hostel, I found out about Crisis. I got involved in their Room Renovation course. And then after a bit, I got my Floristry certificate. But the great thing was the Tiling course. Thanks to that, I'm now starting a Tiling NVQ at college. My aim now is to make that into my employment – start a business of my own.

Before I'd leave things behind, not see them through. But Crisis opened my mind to what I could do, who I could become. If it wasn't for those classes, I'd probably be sat in some hostel doing nothing. Not being social, not talking to anyone.

Now, I've got new dreams. I want to build my own house, far out in the countryside – somewhere of my own.



SCAN TO WATCH A FILM ABOUT JONATHAN.

EMPLOYMENT

Going for a job interview can feel like going into a dragon's den – and that is just what a group of Merseyside clients did earlier this year.

A panel of eight local employers came together at Liverpool Chamber of Commerce to test how much they had learned in their job interview and presentation skills training.

Getting a real taste of the world of work and job seeking lay at the heart of Birmingham's Behind the Scenes sessions, with a visit to a local coffee trader.

The sessions show the range of employers in the city and spark people's interest in pursuing different jobs and new passions.

Self employment is a real option for Crisis clients through the charity's Changing Lives Grants programme. This year 201 people successfully applied for funds to start up new businesses or take up education and training courses to enhance their chances to find paid work in the future.

EVERYONE WHO ENCOUNTERS CRISIS EMPLOYMENT SERVICES WILL BE ENCOURAGED THROUGH OUR EXPERIENCED COACHES TO DEVELOP THEIR OWN ROUTE TO A NEW JOB OR NEW CAREER.

Practical advice and support are on offer whether it's CV writing, finding the right skills training or educational opportunities - but the central aim is to support people to get back to work and financial independence.

“**WORKING IN THE CAFÉ GAVE ME SELF-CONFIDENCE. I FELT PART OF THE HUMAN RACE AGAIN.**”

- Kevin

KEVIN, NEWCASTLE

I spent most of my working life in the pharmaceutical industry. But in 2004 I contracted cancer and had a major operation. Then I was made redundant. That was just the straw that broke the camel's back.

The redundancy package softened the blow, but eventually the money ran out. I just let things get on top of me and unfortunately I lost my home.

I ended up in a hostel for three years. It was an absolute nightmare. You feel as if you're the only person on the planet. I used to curl up in to a ball and forget about everything.

Then I was taken to court for non-payment of a council tax bill, and ended up in prison. It was the lowest I ever felt, on the verge of suicide.

When I came out I went into supported accommodation, which is where I heard about Crisis. I managed to get a placement down at their café, working in the kitchen, preparing meals, outside catering, buffets. The camaraderie was wonderful. The café gave me self-confidence. I felt part of the human race again.

Then I saw an advertisement for a chef in a facility for autistic people. It was 30 years since I had an interview, so it was a big step. But Richard from Crisis helped with everything, the application, my CV, interview techniques.

When I was offered the job, it was like winning the lottery. I felt elated. Now my hopes for the future are financial stability and my own place. Just to be happy with life, happy with people.

OUR TARGETS

| | 2013/14 TARGET | 2013/14 RESULT | 2014/15 TARGET |
|---|-------------------|-------------------|-------------------|
| People supported into work | 460 | 550 | 612 |
| Café trainees into work | 54 | 57 | 60 |
| People supported by a progression coach | 1,335 | 1,385 | 1,568 |



SCAN TO WATCH A FILM ABOUT KEVIN.

ARTS

Composing sonnets expressing love for food and football might not seem an obvious way to help homeless people rebuild their lives, but that is exactly what members of the Shakespeare class in Birmingham did, along with a condensed five-minute performance of Hamlet.

THE CREATIVE ARTS ARE ESSENTIAL FOR OUR WORK TO HELP HOMELESS PEOPLE RECOVER SELF-ESTEEM SHATTERED BY HOMELESSNESS, BUILD SOCIAL SKILLS AND GIVE PEOPLE THE CONFIDENCE TO MOVE ON TO EDUCATION AND TRAINING.

Classes such as *May You Never* in Edinburgh can offer a brief respite from a chaotic life, or a chance for self-expression all too often denied to homeless people. For the class, our clients produced a documentary exploring homelessness in the Scottish capital featuring interviews with academics and historians along with people with first-hand experience of sleeping rough.

In Oxford we took art to the streets, working directly with rough sleepers – this encouraged many to engage with Crisis across a range of services.

A new research report by the University of York praised our arts offer as “enjoyable... something important when someone’s life had been little more than a combination of unhappy, or damaging, events and empty inactivity.”

The arts highlight of our year was the Crisis Commission, where major new works by leading contemporary artists including Martin Creed, Mark Wallinger, Gavin Turk, George Shaw, Bill Woodrow and Richard Long were exhibited alongside works from our own clients to create a unique combined reflection on the theme of ‘home’.

*Left: A client singing at a Celebration of Success
Right: Crisis Commission artists preparing work in the art room*



“**CRISIS HAS GIVEN ME THE GRIP ON THE SITUATION THAT I WAS DESPERATE FOR.**”

- Marianne

MARIANNE, OXFORD

I was working as a carer when I was quite seriously injured in a car crash, then I became ill. There was so much pressure, I just broke down. I ended up in hospital. It was scary. It took a long time to know who I was again, what my name was.

After leaving hospital, I ended up in a shelter. I remember there were fights within the dormitory. A couple of times I slept out in Oxford. That was a real low point. Wherever you found shelter, you’d still get moved on.

When I finally got my place through the council, I was confused about budgeting, confused about home, the principle of it. It’s always felt so temporary, fragile.

Then I saw this leaflet for Crisis. I needed something to stretch my mind and my imagination. So I came in and straight away I got into the art classes. One of the first things I did was the felt making. I thought, “this is for me!”

Rachel also sat with me and set out a budgeting plan. She’s helping me succeed with the roof over my head.

But the highlight was having my art in the Crisis Commission and Making Tracks exhibitions. That was like a pleasure-buzz, a real chance to identify how far we’ve all come. Now I’m looking with Rachel at whether there are any external courses I can take to develop my art.

Crisis has given me the grip on the situation that I was desperate for. I feel more assertive, like I can face the future.



SCAN TO WATCH A FILM ABOUT MARIANNE.

HEALTH AND WELLBEING

Offering a well-rounded range of options lies at the heart of our effectiveness for people with mental health problems, according to researchers from the University of York who independently assessed our services this year.

They talked to Crisis clients and two thirds said they felt more confident in themselves after support from our mental health services. Many people reported that the service had helped them better manage their own mental health.

A RICH MIX OF ENGAGING AND SOCIABLE ACTIVITIES HELPS PEOPLE REBUILD THEIR SENSE OF CONNECTION AND CONFIDENCE AFTER THE ISOLATION AND LONELINESS THAT HOMELESSNESS BRINGS.

The Trips and Talks arts course in Birmingham saw groups enjoy a backstage theatre tour and visits to art galleries, helping people overcome fears of visiting new places and to find their own opinions again.

Regular evening music events are held in Merseyside, in response

to people saying that this time of day can be intensely lonely and the struggle not to lapse into substance misuse much harder.

Sport is a great confidence builder and ice-breaker, so it was fitting that our new service in Coventry kicked off with a summer football tournament, supported by local professional players.

Relaxation classes were also amongst their early offerings to encourage people to come along. "The cushion that stopped me hitting the ground" was how one participant described these sessions.



OUR TARGETS

| | 2013/14 TARGET | 2013/14 RESULT | 2014/15 TARGET |
|---|----------------|----------------|----------------|
| People supported to improve their mental health | 415 | 607 | 510 |
| Healthy living events across the UK | 8 | 8 | 8 |
| Healthcare consultations delivered at Crisis at Christmas | 720 | 804 | 800 |



BAL, BIRMINGHAM

I was never a confident person. I was in a bad relationship; there was domestic violence, drugs going out of my house. I got blamed and went to prison for 14 months. I lost my house, my career, everything.

Coming out of prison should have been a fresh start but it didn't feel like it. I was put into a bail hostel in a really rough area. We had guys banging the door 'til late begging us to work for them. That day I just sat and I cried.

Prison can feel like a big family. At least I had my routine. Suddenly, it was a blank picture. My depression was out of control and my medication was all over the place. I tried to get registered with a GP but was turned away every time because my last address was HMP.

Crisis stopped me from having a breakdown. I had one-to-one sessions with my mental health worker where we talked about the issues and she set me up with a psychiatrist. And Angela helped me build my confidence, get involved in volunteering. She even gave me advice about my diet.

But the best thing I've done was the GOALS training. They do a bit where everyone writes positive things about you on a sheet. And when I'm having a downer day, just looking at that sheet helps me.

I've completely changed my outlook. I'm delivering cookery classes now at a women's centre. Before I didn't have the guts to do what I wanted – to go into teaching – now I'm following my dream.

“BEFORE I DIDN'T HAVE THE GUTS TO DO WHAT I WANTED – NOW I'M FOLLOWING MY DREAM.”

- Bal



SCAN TO WATCH A FILM ABOUT BAL.

CRISIS AT CHRISTMAS

Of the thousands of volunteers who made Crisis at Christmas happen in Edinburgh, London and Newcastle, more than 100 were once homeless themselves.

They came to support guests at our Crisis at Christmas centres, helping them find their way around the activities, advice and vital services on offer, and encouraged them to take up opportunities at Crisis year-round.

Some of these volunteers continued into the New Year, being familiar and friendly faces for Christmas guests

who ventured along to register at Crisis Skylight London. They showed the newcomers around the building's facilities and helped them settle in.

The city of Edinburgh became the newest location for Crisis at Christmas. Crisis started year-round services in the Scottish capital three years ago and the team were really keen to establish festive activities there. More than 120 homeless people came along on Christmas Day for good food, good company and access to vital services.

Crisis at Christmas in Newcastle was spread across two venues for the first time and in London we opened ten centres across the capital – both saw their largest guest numbers to date.

“IT’S BEEN BRILLIANT, ABSOLUTELY BRILLIANT. I’VE SEEN EVERYONE SMILE. PEOPLE COME AND TALK TO YOU HERE. ON THE STREETS, I WAS SPENDING WEEKS WITHOUT SPEAKING TO A SOUL.”

Robert, Edinburgh, Christmas Day.



“CRISIS GAVE ME THE KICK START THAT I NEEDED. I FELT STRONGER, ON TOP OF THE WORLD.”

- Tony

TONY, LONDON

In the space of a month, I went from losing my job to sleeping rough. It's a big, big shock to the system. One minute you've got a flat, and then you're under a bridge. It was awful, waking up in the morning with my bones cold. Taking ages to warm up and get the circulation going.

If it wasn't for Crisis, I would have had a very, very depressing Christmas.

When I arrived there was an amazing greeting, which uplifted me. I got my hair cut, saw a dentist and a doctor. There were games, computers. And great people! They gave me pointers as to where I can go and what I can do.

Crisis gave me that kick start that I needed. I felt stronger, on top of the world. Shortly after, in January, I got accommodation and I've since moved into a rented flat. If it wasn't for Crisis at Christmas, I would probably have been lost and alone.

So when it came to last Christmas, I was determined to come and give something back as a volunteer. I couldn't wait to get stuck in! I have a real heart for homelessness. I know what it feels like.

Volunteering was great because I knew what people are going through. I met another guest who was in a very similar situation to what I had found myself in, so I was able to offer some advice and encouragement. It felt great to be able use my experience for something positive.



SCAN TO WATCH A FILM ABOUT CRISIS AT CHRISTMAS.

OUR TARGETS

| | 2013/14 TARGET | 2013/14 RESULT | 2014/15 TARGET |
|---|----------------|----------------|----------------|
| Crisis at Christmas guests provided with shelter, support or services | 4,000 | 4,191 | 4,200 |
| Clients involved as volunteers | 88 | 104 | 120 |



HOUSING

SUPPORTING PEOPLE TO FIND A PLACE TO CALL HOME IS A GROWING AREA OF OUR WORK. AS IT'S OFTEN THE ONLY OPTION FOR HOMELESS PEOPLE, CRISIS IS DETERMINED TO MAKE RENTING WORK FOR TENANTS AND LANDLORDS.

Supported by English Government funding, Crisis enabled 153 local housing advice projects help 8,123 single homeless people make a home in the private rented sector.

The real mark of success is ensuring people settle into their new homes. To date 90 per cent managed their tenancies for at least six months.

In Scotland, supported by Scottish Government funding, Crisis supported 28 schemes to create 2,675 tenancies for homeless people.

After the chaos and stress of homelessness, tenants often struggle to find and secure a property. Local projects we support help tenants and landlords navigate finding, setting up and sustaining a tenancy – from quality checks to financial issues including deposits and benefits. Most importantly they help develop relationships between landlords and tenants, ensuring tenancies are sustained.

The prospect of moving into your own place, with all the responsibilities that brings, can be daunting. That led to the creation of Renting Ready, a new training course, covering everything from reading the gas meter to sorting out bills and how to talk to your landlord about repairs.

Renting Ready is proving popular across the country. In South Yorkshire we have led sessions in hostels and day centres, including one with a group of young people preparing to move into shared accommodation.

Changes to housing benefits mean that often sharing a home is the only option for single homeless people, and it can be challenging. While we campaign against these cuts, we support projects in local communities that make sharing work.

Sharing Solutions is a new scheme supporting eight projects across England helping people to find and maintain affordable shared housing.

In Scotland, Crisis received additional government funding to help all local authorities meet the challenge posed by housing benefit cuts for people under 35, by creating shared housing projects.



“GETTING A PLACE GAVE ME THE CONFIDENCE TO GO ON TO A BETTER FUTURE.”

- Jason

JASON, NEWARK

I was in hostels for about 10 years – never had my own place. I was suffering from depression and I'd taken a few overdoses in the past. I didn't have no confidence inside me, I didn't think I wanted to be living anymore.

The council just said they couldn't help me, because I was single.

But then I heard of SmartMove and met Amanda. She set me up with an appointment to discuss my housing. Once we'd settled on a place, it took a month and then I moved in with three other people.

When I opened the door for the first time, I knew it could be a new beginning. I was overwhelmed because it was all done out nice.

Amanda helped me with payments for the bond and gave me advice about budgeting. She was also on hand to offer advice about resolving issues and living with other tenants.

Since I moved, it's helped me get a full time job for the first time in 10, 15 years. That meant I could pay for my own rent so that I didn't have to rely on housing benefit anymore.

Now, I'm back in contact with my family – seeing my brothers and sisters, mum and dad. I'm also building my relationship with my son. It's something I feel more able to do, now that I've come this far. Getting a place gave me the confidence to go on to a better future.

Jason is one of more than 8000 people who have found housing through local housing advice projects like Framework SmartMove, funded and supported by Crisis' Private Rented Sector Access Development Programme.



SCAN TO WATCH A FILM ABOUT JASON.

OUR TARGETS

| | 2013/14 TARGET | 2013/14 RESULT | 2014/15 TARGET |
|---|----------------|----------------|----------------|
| People helped to improve and sustain housing | 340 | 409 | 453 |
| Tenancies created through funding and supporting private renting access schemes | 1,800 | 2,754 | 1,372 |
| Projects supported to create and sustain private tenancies | 102 | 153 | 51 |

CAMPAIGNING

CRISIS' CAMPAIGNS TO TACKLE THE ROOT CAUSES OF HOMELESSNESS REMAIN AS IMPORTANT AS EVER.

The third year of our *Homelessness Monitor* report highlights how cuts to benefits alongside a desperate shortage of housing are taking their toll on some of the poorest and most vulnerable people in society.

Young people are at particular risk with the number sleeping rough in London having more than doubled. Our Shut Out campaign this year has focused on the crisis young people face and called for more support to help them get a roof over their head. Over a thousand Crisis campaigners wrote to their MP to demand action and in March an influential committee of MPs called on the Government to review the way that housing benefit is working for young, single people.

The ending of a private tenancy is now a leading cause of homelessness. Our three year investigation, *Sustain*, followed formerly homeless people attempting to make new homes for themselves. The report told harrowing stories of people trapped in homes that are a danger to their health and wellbeing, often powerless in the face of landlords who ignore their responsibilities. Crisis used this research to press the case for better regulation and reform of private renting – often the only option for homeless people.

As cuts to benefits bite and public opinion hardens, Crisis has joined forces with others to give a voice to the millions who

have been supported by benefits at some point. The Who Benefits? campaign launched in October and now has support from over 100 organisations, and thousands of individuals. We plan to use real stories to show the public, journalists and politicians the reality of who needs help, why they need it and the difference that it makes.

As homelessness continues to rise, we know that we need to do more to get politicians to take action on homelessness. And thanks to a generous five year funding package from the Oak Foundation we are now gearing up to put homelessness – its causes and solutions – firmly on the political agenda in the run up to and beyond the next General Election.

Clients discuss their experiences with Kris Hopkins MP

OUR TARGETS

| | 2013/14 TARGET | 2013/14 RESULT | 2014/15 TARGET |
|---|----------------|----------------|----------------|
| Research projects and evaluations disseminated | 8 | 8 | 7 |
| Statements from politicians committing to tackle homelessness | New | New | 5 |
| Number of e-campaigners/ actions taken | New | 17,000 / 7,500 | 20,000 / 9,000 |
| Website visitors | New | 973,708 | 1.3mil |
| Advertising value of media coverage achieved | £5.5mil | £6.7mil | £7mil |



Who Benefits? aims to give a voice to the millions of us who have been supported by benefits at some point in their lives. By sharing stories we can show the reality of who needs help and the difference that it makes.

WHO BENEFITS?

We all need support sometimes. Yet too often those who have been helped by benefits get ignored, misrepresented or at worst blamed for their situation.

Many of the people helped by Crisis need support from benefits to survive, get housed and to be able to move on with their lives. That's why in September we joined with other leading charities to launch a new campaign: Who Benefits?

Now with over 100 organisations behind it, Who Benefits? aims to change the national debate around benefits by sharing people's real stories, which too often go unheard.

Since the campaign launched, the response has been incredible. From the tip of Cornwall to the top of Scotland, almost two thousand people have shared not only why they needed support—for example, because they became ill or were made redundant—but also the difference benefits made to their lives.

As part of Who Benefits?, Crisis has challenged politicians and the media when they misrepresent or ignore the voices of those supported by benefits. Rob, who is being treated for cancer, needs benefits to keep a roof over his head. He wrote in the *Guardian* about why he supports the campaign: "I'm not unusual... It's something that so many of us are only a diagnosis or a redundancy letter away from. [People in power should make] reference to the millions of us for whom support from benefits is a lifeline, not a trap."

TO LEARN MORE ABOUT THIS CAMPAIGN, VISIT WWW.WHOBENEFITS.ORG.UK

Al Doyle from Hot Chip shares his story at the Who Benefits? launch

MAKING CRISIS WORK

“WE HAVE IMPROVED ACROSS THE BOARD IN MY YEARS OF WORKING HERE AND I AM VERY HAPPY WITH THE SERVICE WE GET FROM OTHER DEPARTMENTS. THEY ARE BETTER STAFFED, MORE EFFECTIVE AND ENJOYABLE TO WORK WITH THAN EVER.”

This is from the Crisis Annual Staff Survey which found 96 per cent of our staff thinks the charity is a good employer.

Everyone involved with the charity – from staff to clients, HR to IT, donors to volunteers combine to make Crisis work.

Our thousands of volunteers offer warmth, comfort and vital services to homeless people at Christmas, while many more teach classes and courses across the UK throughout the year.

These are people from all walks of life, from company directors to our own homeless clients – many of whom, we are proud to report, have gone on to find

work with the experience they gained. To improve still further a new volunteer strategy will ensure more people get more out of donating their time and expertise, from the volunteers themselves to the homeless people they support.

As we grow to help more people in more places, we need a strong foundation. We are implementing a new digital strategy – including a new intranet – to help us work and communicate more efficiently.

“ I GET TO TALK TO PEOPLE AND HELP THEM THROUGH ISSUES THEY MAY BE HAVING. ”

- Archie

ARCHIE, EDINBURGH

I had a problem with my hip, which ended up with me being made redundant. I was renting through my friend back then. Before I took the place, I said: “Let’s make sure you’ve got everything down properly, because you’re sub-letting.” It seemed to be working fine for a couple of years, until there were too many brown envelopes coming through the door.

It turned out I had been paying him the rent and he hadn’t been paying it to the council. It all went straight into his pocket. So the council deemed it to have been abandoned and I lost my home. I was staying on friends’ couches for a while, but that’s an imposition. It can stain a friendship.

So I went into the hostel, which is where I found out about Crisis.

Now, I’m volunteering with their Gardening classes. It’s great because people get to see something grow. There is success to see there. I’m not just teaching people how to plant seeds, pot them up, and so on, I also get to talk to people and help them through issues they’re having. When someone realises what they could try, you see that little bit of lift in that person.

When I’m not in the garden, I work with Crisis on improving conditions for people who are renting privately. It’s predominantly about the rent deposit guarantee scheme. There’s a lack of focus on single homelessness and people who are vulnerably housed, so what Crisis does is really important in that respect.



SCAN TO WATCH A FILM ABOUT ARCHIE.

OUR TARGETS

| | 2013/14 TARGET | 2013/14 RESULT | 2014/15 TARGET |
|---|----------------|----------------|----------------|
| Volunteers recruited to help Crisis across the year | 8,600 | 9,266 | 9,000 |
| Clients recruited and supported as volunteers | 250 | 73 | 280 |
| Clients volunteering | 382 | 433 | 541 |



FUNDRAISING

This year thousands donated to reserve a place for a person at Crisis at Christmas, thousands more pounded the streets of London in the Crisis Square Mile Run. Brave souls plunged into an Oxford lake or sped across the Tyne on a zipwire, while others threw Crisis Christmas Parties and raised money while eating mince pies.

All these people had a common purpose – to support the work of Crisis. Individual donations are incredibly important to us. Much of our income is from

people who care enough about the work we do to put their hand into their pocket and donate.

But it's not just individuals – we help businesses, lottery funders, trusts and foundations direct their resources to support more people out of homelessness.

In all our fundraising activity we strive to tell people the truth about homelessness and the real impact our services have on thousands of people across the country each year.

This generous public and corporate support has allowed us to expand our services to help more people in more places than ever before, and guards our independence as a campaigning voice.

WITHOUT OUR DONORS AND THE COMMITMENT AND SPIRIT OF THOSE WHO ORGANISE AND TAKE PART IN EVENTS ON OUR BEHALF, IT WOULD BE IMPOSSIBLE TO DO THE ESSENTIAL WORK WE DO.

“ I COULD ONLY MAKE A PIECE OF WORK THAT TOLD MY OWN IDEA, MY OWN STORY OF WHAT HOME MEANS. ”

- George Shaw

CRISIS COMMISSION

Major new works by leading contemporary artists including Martin Creed, Mark Wallinger, Gavin Turk, George Shaw, Bill Woodrow and Richard Long were exhibited as part of The Crisis Commission.

Alongside these celebrated artists were works from our own clients to create a unique combined reflection on the theme of 'home'. After the exhibitions, the works were sold at Christie's, with all proceeds going to our work. All costs were covered by sponsor GSK.

Turner Prize nominated artist George Shaw said: "When I was invited by Crisis to make a piece of work on the theme of 'home' I felt a little like a workshy cheat because I've been circulating around the subject for the last 18 years or so. You could say that we all circulate around the idea of home throughout our life. With this in mind it was clear to me that I could only make a piece of work that told my own idea, my own story of what home means."

Not only did the exhibition bring in tens of thousands of pounds to support our work and give our own artists the opportunity to exhibit their work alongside some of the greats, it also sparked a national conversation about home and the harsh realities of life for people without a home.

From the *Guardian* review of the exhibition: "It is not immediately clear which works are by established, professional, artists and which are by clients of the homelessness charity Crisis... There are some particularly fine works by the non-professional artists."



SCAN TO WATCH A FILM ABOUT THE CRISIS COMMISSION.

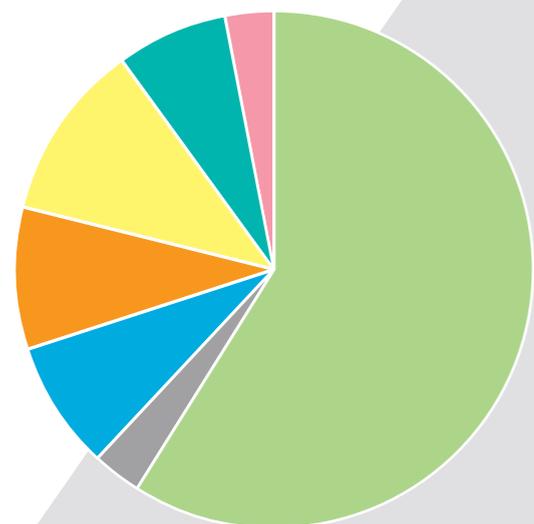


FINANCES

Total expenditure for the year was £22.4 million, an increase of £0.8 million over the previous year. This reflected the new Crisis Skylights opened in Sheffield and Coventry and an ongoing increase in fundraising expenditure, primarily to secure income in subsequent years to support our ambitious plans. These increases were offset by a reduction in grant funding for a housing programme in accordance with the funding agreement.

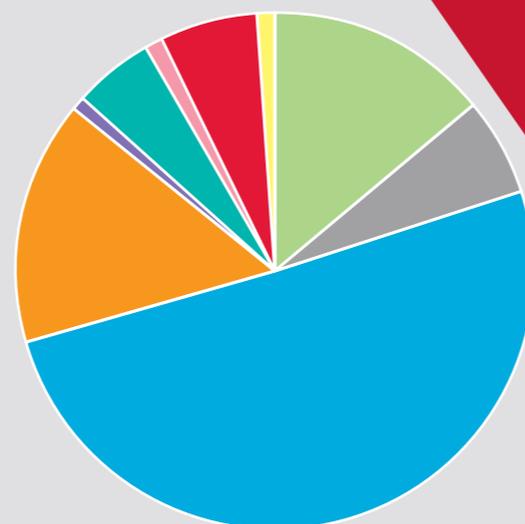
Total income for the year ended 30 June 2014 was £23.5 million (2012/13 £22.2 million). The resultant surplus for the year has been added to reserves and will support anticipated deficits in the remaining four years of the strategic plan.

INCOME



| | |
|---|--------|
| Individuals, donations and legacies | £13.9m |
| Events | £0.6m |
| Gifts in kind and donated services and facilities | £1.8m |
| Corporate donations | £2.2m |
| Grants | £2.5m |
| Trusts and community donations | £1.7m |
| Other income | £0.8m |

CHARITABLE EXPENDITURE



| | |
|---------------------------------|-------|
| Christmas | £2.1m |
| Campaigning and influencing | £0.9m |
| Education, health and wellbeing | £7.6m |
| Housing | £2.3m |
| New developments | £0.2m |
| Employment | £0.8m |
| Volunteering | £0.2m |
| Social Enterprise | £0.9m |
| Changing Lives | £0.1m |

OUR PEOPLE

PATRON

HRH Princess Alexandra, the Hon Lady Ogilvy, KG, GCVO

VICE PRESIDENTS

- Lord Alton of Liverpool
- The Most Rev. and the Rt Hon Justin Welby, Archbishop of Canterbury
- The Most Rev. Vincent Nichols, Archbishop of Westminster
- David Gilmour CBE

CHAIR OF TRUSTEES

Steve Holliday

TRUSTEES

- Harish Bhayani
- Tim Child
- Caroline Davey
- Emma Foulds
- Jane Furniss CBE
- Nicholas Hilliard QC
- Richard Murley
- Andrew Newell
- Peter Redfern
- John Samuel
- Jason Warriner

COMPANY SECRETARY

Keith Felton, Director of corporate services

SENIOR MANAGEMENT TEAM

- Jon Sparkes, Chief executive (from September 2014)
- Sarah Farquhar, Business development director
- Keith Felton, Director of corporate services
- Matthew Downie, Director of policy & external affairs
- Ed Tait, Director of fundraising
- Micky Walsh, Director of client services





THE YEAR AHEAD

In the coming year we will deliver more services to more people and as determined campaigners we will research and present solutions towards ending homelessness for good.

OUR FRONTLINE TEAMS WILL WORK WITH MORE THAN 10,000 PEOPLE ACROSS THE UK – SUPPORTING EACH INDIVIDUAL TO FIND THEIR PLACE IN THE WORLD AGAIN.

We will extend our reach in the regions where we already operate, particularly across the North East of England and in South Yorkshire, as well as creating new training spaces for our clients in Birmingham and Merseyside.

We hope to finalise our plans to establish a new centre in London as increased levels of homelessness across the capital create more demand for our services.

Feedback from our clients is important to us and independent evaluation of their experiences will help us shape our services to ensure people succeed and are able to regain control of their lives after the devastation of homelessness.

With a General Election looming, our campaigning work needs to grow in volume and impact, with the aim of increasing public understanding and bringing about the policy changes needed to end homelessness.

Crucial to our success will be growth in our fundraising. Amongst our new initiatives will be the development of our first Crisis shops – a new venture for us which will also help raise our profile amongst the general public.

Our ambitious plans will be led by new Chief Executive Jon Sparkes who joined us in September. We are really looking forward to working with him.

Leslie Morphy leaves a tremendous legacy, with Crisis in great shape after eight years of strong and committed leadership. During that period Crisis has grown its services and campaigns both of which continue to make a real difference to the lives of single homeless people.



Steve Holliday
Chair

Report photos by Manuel Fernandez, Kiril Hadjiev, Jonathan Hipkiss, Jeff Hubbard, Ravi Juneja, Julian Love, Sam Mellish, Ben O'Connor, Steve O'Gorman, Mark Pinder, Jon Savage, Andrew Walmsley and Richard Williams



Crisis

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Homelessness ends here

