

2019-20

Trustees' report
and accounts for
the year ended
30 June 2020

A LOT HAS HAPPENED



Together
we will end
homelessness

Emergency Helpline
Unit 2, John Building
15a St Thomas's Road
London SE13 4LJ
enquiries.bromley@crisis.org.uk

South London:
Crisis Helpline

ABOUT CRISIS

We are the national charity for homeless people. We help people out of homelessness and campaign for the changes needed to solve it altogether.

Through our services, we support people out of homelessness for good. We do this through education, training and support with housing, employment and health.

We carry out pioneering research into the causes and consequences of homelessness and campaign for the changes needed to end it for everyone, for good.

CONTENTS

About Crisis.....	2
Contents.....	3
Chief Executive’s statement	4
Chair of the Trustees’ statement	6
JULY 2019 – FEBRUARY 2020	8-41
Yew’s story	10



How we helped.....	14
Our Strategy – Goal 1.....	16

Our Strategy – Goal 2.....	20
Our Strategy – Goal 3.....	24
Our Strategy – Goal 4.....	28



Our Strategy – Goal 5.....	32
Growing powerful partnerships together	36
Lucinda’s story	38
Our people and our enterprise Developing our organisation	40

MARCH – JUNE 202042-57

Ellen’s story	44
Pulling together during the pandemic.....	48
What happened during the pandemic	52
Henry’s story	56

THE FUTURE..... 58-61

What we’ll do next.....	60
-------------------------	----

Thank you	62
Trustees, senior management and advisers.....	63
Structure, governance and management.....	64
Independent auditor’s report to the members of Crisis.....	74
Consolidated statement of financial activities	78
Balance sheet	79
Consolidated statement of cash flows	80
Notes to the financial statements	81



This year, like everyone, we have experienced the dramatic contrast between plans and reality. All of us at Crisis have faced unforeseen challenges. And I've taken great inspiration from the

ways our employees, supporters, partners and, most importantly, our members have dealt with these unprecedented times. They have done so with the full force of our values of resolve, adaptability, and dignity.

If the year has shown us one thing, it is the fundamental necessity of a safe and secure home.

Homelessness has always been a dangerous and even life-threatening situation. But in March it became a public health emergency when people were exposed to the coronavirus on the streets or in crowded shelters.

Our priorities changed overnight as we responded to the urgency of the crisis; it could have been a humanitarian disaster for people with nowhere to isolate. And our priorities have changed again, as we look to the longer-term impact of the pandemic.

CHIEF EXECUTIVE'S STATEMENT

That's why this report has been split into two halves. The first from July 2019 to February 2020, which looks at the progress we made against our original plan for the year. The second covers March 2020 to June 2020, when we stepped up to respond to the extraordinary circumstances in which we all found ourselves.

Of course, when the coronavirus hit, our immediate priority was making sure people were safe. We called for, and then strongly welcomed, the Westminster Government's *Everyone In* scheme which saw thousands of people brought into temporary hotel accommodation. Equivalent programmes ran in Wales and Scotland.

We quickly adapted our services. In some areas, like Liverpool, we supported local authorities to find places for people to stay. We kept our buildings open for as long as it was safe to do so. We found ways to provide mobile phones and data. This meant that our members could still access our support online when face-to-face sessions became too dangerous.

Our emergency appeal, *In This Together*, saw an overwhelmingly generous response from supporters both existing and new. It enabled us to provide grants to smaller homelessness organisations across the country to adapt their services in the face of the pandemic. This support meant they could provide food deliveries and personal protective equipment, and offer tailored support to people in the most challenging situations including those facing domestic abuse. Crucially, people with no access to any form of state support were also helped by this appeal.

We also called for, and saw radical action taken to prevent people from becoming homeless during the lockdown. Evictions were temporarily put on hold, and housing benefit was increased to ensure that more people weren't pushed onto the streets during the lockdown.

That this radical, robust action was possible fuels our deep conviction that ending homelessness is absolutely possible. It requires political will and bold action – but it can be done. Of course, a hotel room is not a home. The future is still uncertain for many people who have been temporarily housed.

We are now shifting our focus – helping people leaving hotels find somewhere secure and permanent to live. We are calling for emergency legislation from the UK Government to ensure that over the next 12 months, everyone still sleeping rough or at risk of homelessness gets the support they need. This is critical with the deadly virus still in circulation.

The future is unknown. But what remains true is our resolute belief that there must be a *Home For All*, and that with our generous and committed supporters alongside us we can achieve this.

Jon Sparkes
Chief Executive

CHAIR OF THE TRUSTEES' STATEMENT

I have had the privilege of being Crisis' Chair for nearly a decade. The mission to end homelessness and the Crisis team's determination to make this happen inspired me to take up the role. It has kept me inspired throughout three terms and will continue to do so in my new role as a lifelong, passionate supporter and advocate.

And as my tenure ends, I'm looking back on the extraordinary achievements of our employees, volunteers and supporters in helping people out of the desolation that is homelessness. Extraordinary progress towards ending it for good has been made over the last nine years.

In this time, Crisis has expanded the geography and reach of its essential services – from three locations to 11 across England, Scotland and Wales. This expansion has helped thousands upon thousands more people get the support, skills, jobs, and, most importantly housing, they need to move out of homelessness.

A highlight for me was Crisis leading the landmark *No One Turned Away* campaign, which resulted in the *Homelessness Reduction Act (2017)*. This was the biggest change in homelessness legislation in England for 40 years. It transformed the help and support that people facing homelessness are entitled to from their local councils.

And in 2018 we published the *Plan to End Homelessness*, setting out in detail the policies and actions that governments in Great Britain can take to end homelessness once and for all.

The last year, of course, has brought challenges none of us could have foreseen. But the public health emergency caused by the pandemic has resulted in bold steps to help people sleeping rough out of immediate danger and saved thousands more from homelessness. It's shown that decisive action can be taken. If such action continues and is built upon, then the end of homelessness could be within our grasp.

So, it's with sadness, pride and hope that, at this crucial moment, I hand over the reins to my successor, Tristia Harrison. She will help steer Crisis through the next stages of this journey. We must bring about a Great Britain where every person has a safe and secure home from which to build their life.

Steve Holliday
Chair of the Trustees



This report details our progress against the strategic goals we set ourselves in 2018. It reviews our journey, achievements and challenges faced over the last financial year.

We hope this document is an honest account of our activities and it inspires many more to join our mission to end homelessness in Great Britain for good.

JULY 2019 – FEBRUARY 2020

The Shoe King

YEW'S STORY

"I dream of things getting better. I'm hoping to open a small shop specialising in wedding shoes. It will be difficult, but I still have hope. When my father died, I became my family's last master shoemaker; I promised him I wouldn't give up."





came to the UK in 1992, to work with my friend Jimmy Choo. Our families knew each other in Malaysia, and we both trained as master shoemakers. My father and grandfather were master shoemakers too.

When Jimmy Choo set up his business, I came to London to help, and we worked together for over 10 years. I made more than 20 pairs of shoes for Diana, Princess of Wales, and for all kinds of celebrities like Kylie, Prince, Lady Gaga, and European royalty.

When Jimmy sold his company in 2002, I opened my own shop – 'Joe Tan' – in King's Cross with £20,000 of my own money. It went well. I was known as the 'Shoe King'; we were in the newspapers and still had famous clients. But after the 2008 recession I had to close – the landlord wanted more money and I couldn't pay.

The cheapest pair of shoes I made was £350, but I just couldn't sell enough. Sometimes I sold only one or two pairs the whole week; I needed to sell two to three a day to survive.

After closing, I salvaged everything I could from the shop and put it in a storage unit. I was in so much debt I couldn't afford to rent somewhere to live, so I slept in the unit.

For the next few years, I went from one storage unit to another all over London, always looking for a cheaper one, trying to pay off my debts. I knew I wasn't supposed to sleep there, but I couldn't afford anything else. There was no heating, so it was very cold; I couldn't use the power at night in case someone saw me.

I could have sold everything, but I knew I needed my equipment to get back on my feet again. I worked for some other shoemakers during this time, but they hardly paid me any money, and it was never consistent.

The only permanent job I found was as a dishwasher in a Chinese restaurant. But working from 10am–1am in my 60s was just too hard.



"Crisis then helped me apply for Universal Credit and found me a room in a hostel in East London."

When, in September 2018, the landlord of my storage unit found out I was sleeping there, I had to leave. So, I moved and slept on the streets near Marble Arch, in Hyde Park. I was crying. I just had a blanket.

After four months, the police gave me a warning and said I couldn't sleep there. I didn't know what to do. My English isn't great, and I had no idea about benefits or anything.

Luckily, I had first started coming to Crisis for help with my English and for hat-making classes, yoga and Tai Chi. I told them what had happened, and they helped me get into the winter night shelter of a charity called Robes. Crisis then helped me apply for Universal Credit and found me a room in a hostel in East London in 2019. I've been there ever since.

Crisis even secured a small grant for me from a shoemaking industry charity that helps ex-shoemakers who have fallen on hard times. That helped pay some debts, but now I live on just £317 in Universal Credit per month. I pay £200 for my storeroom, and £80 for the hostel, so it's very hard to afford anything like food or travel.

The hostel gives us breakfast, but I must go to soup kitchens every evening. I'm very hungry then because I walk three or four hours every day from the hostel to my storage room in West London to check it's safe. Then I go back to Crisis to improve my English and do the classes.

When I ran my shop, my girlfriend was with me. After it closed, she wanted me to return to Malaysia with her, but I just couldn't. My heart was too heavy.

I have no one in the UK now, but I dream of things getting better. I'm hoping to open a small shop specialising in wedding shoes. It will be difficult, but I still have hope. When my father died, I became my family's last master shoemaker; I promised him I wouldn't give up.

IN 2019-20

16,737

PEOPLE CAME TO CRISIS.

WE WORKED
INTENSIVELY WITH

8,339

PEOPLE.

HOW WE HELPED

This year 32% of cases were closed as homelessness ended sustainability – which is 2,020 people.

Through our Skylight service centres, across Great Britain, we offer tailored one-to-one support to each of our members. Every year we work with thousands of people to help them rebuild their lives and leave homelessness behind for good. Crisis service centres offer expert help to find safe housing, is an opportunity to gain new skills plus well-being and safety advice.



WE HELPED
1,051
PEOPLE
SECURE HOUSING.



WE HELPED
451
PEOPLE
SECURE
EMPLOYMENT.



MEMBERS
COMPLETED
OUR CAFÉ AND
100
OUR RETAIL
TRAINING
PROGRAMME.

WE HELPED

783
PEOPLE

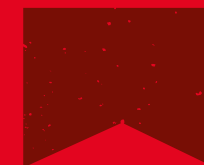
IMPROVE THEIR
ACCOMMODATION
SITUATION.



WE SUPPORTED

232
PEOPLE
INTO EXTERNAL
EDUCATION.

1,006
QUALIFICATIONS
AWARDED.



OUR STRATEGY GOAL 1

**Ensure that the policy
changes needed to
end homelessness
are adopted**

1 Ensure that the policy changes needed to end homelessness are adopted



What we said we'd do in the financial year 2019–2020

- **Launch** a new campaign to support migrants who are homeless; continue to campaign for increase in housing benefit and in a change in the law on domestic abuse.
- **Ensure** our members, supporters and front-line staff have the greatest possible involvement in political influencing at all levels.
- **Lobby** hard to get cross-political party agreement on a definition for 'homelessness ended' and get it incorporated into government policy and practice. This is critical in ensuring all relevant government departments contribute effectively to the goal.

What we did

Launched our report, *A Home For All: Understanding Migrant Homelessness in Great Britain* in November, our first dedicated research into the issue. We looked at the scale of homelessness among non-UK nationals, the different experiences of homelessness that migrants face across Britain and how services are responding to this.

Presented new evidence to Government on the case for increasing housing benefit so that it covers the cost of rent and prevents homelessness.

Continued to push for survivors of domestic abuse to be given automatic priority for rehousing in England.

Celebrated when the Scottish Government announced a life-changing alteration to the *Unsuitable Accommodation Order* in response to our *Life in Limbo* campaign. When this legislation becomes effective in May 2021, no one in Scotland should have to live in unsuitable temporary accommodation, such as B&Bs, for more than seven days. Our members with lived experience of homelessness, and supporters who contacted their MSPs and responded to the Scottish Government's recent consultation on the law change, were instrumental in winning this campaign.

Campaigned through #ScraptheAct to end the *Vagrancy Act (1824)* which makes it a crime just to sleep rough or beg in England and Wales. The Act does not tackle the root causes of homelessness and is more likely to push someone further from the vital services that help them to move away from the streets. We are waiting for the Westminster's Government's next steps. We used real stories from our members which highlighted the need to repeal the Act because of the problems it causes.

Scottish Government announced a life-changing alteration to the *Unsuitable Accommodation Order* in response to our *Life in Limbo* campaign. When this legislation becomes effective in May 2021, no one in Scotland should have to live in unsuitable temporary accommodation such as B&Bs for more than seven days.

What challenged us

From 1 July 2019 – 10 March 2020, the mood of political instability and then the general election created a gap in our ability to successfully progress change in Westminster. Consequently, we were unable to achieve cross-party political agreement on the definition of 'homelessness ended'.

The Domestic Abuse Bill was dropped twice by parliament during the political turmoil of 2019, which stalled our campaigning work.



OUR STRATEGY GOAL 2

Ensure that governments in England, Scotland and Wales adopt national plans for ending homelessness

2 Ensure that governments in England, Scotland and Wales adopt national plans for ending homelessness

What we said we'd do in the financial year 2019–2020

- **Work** with the Scottish Government to implement their action plan to end homelessness.
- **Support** Welsh ministers in producing a plan for ending homelessness. Our Chief Executive Jon Sparkes was asked to chair an action group on ending homelessness in Wales to advise ministers on the issue.
- **Respond** to political uncertainty in Westminster by preparing for a potential general election during the year.

Welsh rough sleeping figures published in early February indicated that 17 percent more people were sleeping rough at the end of 2019 compared to the previous year. Our work with the Welsh Government's Homelessness Action Group set out the steps needed by governments, charities and public services working together to tackle the root causes of homelessness and rough sleeping.

What we did

Convened an expert group, after an invitation from the Scottish Government, to develop proposals to legislate for homelessness prevention. This will define the work of health, housing, prisons, policing and a range of other public bodies in homelessness prevention as it continues into 2020. Homelessness prevention legislation will be a key priority for our advocacy work during the 2021 Scottish Parliament elections. The Prevention Review Group will publish their recommendations in late 2020. The formation of the group is a key recommendation of the Homelessness and Rough Sleeping Action Group, led by our Chief Executive Jon Sparkes during 2018.

Chaired, through our Chief Executive Jon Sparkes, the Homelessness Action Group in Wales. The group, through its report featuring input from people with lived experience of homelessness, proposed sweeping reforms to the way homelessness is dealt with in Wales. Its recommendations were built on Crisis' 2018 *Plan to End Homelessness*. The Welsh Government accepted these recommendations in full, and at the start of 2020 promised to come up with a plan to implement them.

Set out actions for the next Westminster Government to help prevent and end homelessness in England, Scotland and Wales. These actions were published before the December election, and in our *Manifesto for Ending Homelessness*, and called on all parties to commit to investing in Local Housing Allowance to cover the cost of rent. We also called for all non-UK nationals to be provided with at least basic temporary accommodation to prevent them sleeping rough, and where needed, support to speedily resolve their immigration status.



We also...

Published a number of influential pieces of research. These included; *'It Was Like A Nightmare: The Reality of Sofa Surfing in Britain Today 2019'*, the impact of the *Homelessness Reduction Act (2017)* in England, and the award-winning *Homelessness Monitor* series.

What challenged us

The devolved governments in Scotland and Wales have responsibility for homelessness, and they have made great progress. However, UK Government priorities and decisions, can hinder

or help these efforts – for example, regarding Local Housing Allowance increases and preventing migrants from rough sleeping.

Welsh rough sleeping figures published in early February indicated that 17 percent more people were sleeping rough at the end of 2019 compared to the previous year. Our work with the Welsh Government's Homelessness Action Group set out the steps needed by governments, charities and public services to tackle the root causes of homelessness and rough sleeping.

OUR STRATEGY GOAL 3

Demonstrate that homelessness can be ended in local areas

3 Demonstrate that homelessness can be ended in local areas

What we said we would do during 2019–2020

- **Carry out** a full review of homelessness in Newcastle, including the causes, impact and views of people experiencing it in the city.
- **Start** to develop a 10-year plan for ending homelessness in Newcastle.
- **Identify** a second region to join Newcastle in becoming an adopter of the *Plan to End Homelessness*.

What we did

Began our bold plans with Newcastle City Council, to end homelessness in the city, and demonstrate to other councils that change is possible. The city, despite facing many challenges, is maintaining low and stable levels of homelessness. We expect our partnership will enable us to move from this strong record of preventing and relieving homelessness, to ending it altogether.

Set up an integrated team made up of Crisis and Newcastle City Council staff. It will result in an extensive review of

homelessness within Newcastle and what needs to be done differently to end it. We will set up and run a new city wide Housing First service which will launch in Autumn 2020 and be run for the first three years by Crisis Skylight Newcastle.

Commission an extensive analysis of homelessness within Newcastle and the services that respond to it. This will help us better understand the scale of the problem, the effectiveness of our responses, and what needs to be done differently to end homelessness in the city.



What challenged us

Our plans to announce a second major partnership in another local authority area had to be put on hold. This was largely because of the impact of Covid-19.

However, we have built some new and smaller scale partnerships. For example, in the London Borough of Southwark we are working with the local authority to plan a housing-led approach after the pandemic. And in Oxford we are running a feasibility study into the way services can be changed to be more housing-led, and will include the introduction of Housing First. Meanwhile in Brent, London we have joined forces with the Berkeley Foundation to redesign services that tackle homelessness.

This reflects the severe strain that some local authorities are under, particularly in responding to homelessness during the pandemic.



OUR STRATEGY GOAL 4

End the
homelessness
of more people
through our
direct services

4 End the homelessness of more people through our direct services



What we said we would do during 2019–2020

- **Continue** to make sure our new lead worker and case management approaches are working well in all Crisis Skylights. By summer 2020, we'll review and analyse how this approach is contributing to ending homelessness.
- **Remodel** our Crisis Skylight London following the recommendations of our review. We want to ensure it is well-equipped to respond to people experiencing homelessness with complex needs and is focussed on preventing and ending the homelessness of everyone we work with.
- **Develop** a rapid rehousing team for London. Rapid rehousing is an approach to ending someone's homelessness by moving them into their own home as soon as possible. One of their roles will be to source Housing First accommodation for vulnerable people in greatest need.
- **Review** and improve how we support our members once employed. We want to help them stay in work and earn the money they need to support themselves for the long term.

What we did

Piloted case management support for our Christmas guests. The case management approach is central to our work. The team we appointed, of three case managers and one team leader, successfully worked with 118 people. This team is now a permanent part of Crisis and is working throughout London assessing the needs of people who are facing homelessness. They help address urgent issues and link and coordinate long-term support and services available to people in their communities to reduce the risk of homelessness.

Evaluated the services we offer. We identified the key factors that result in our members successfully securing stable housing. These include:

- Building relationships with landlords and helping them understand the benefits of getting tenants through Crisis.



- Coaching and emotional support from Crisis and other providers to help people manage their transition into housing.
- Expert advice on homelessness and housing law.

Our evaluation helped us realise the importance of investing in housing procurement and housing and homelessness law experts. We are now expanding our support in this area.

Collaborated with our colleagues throughout Crisis directorates and across England, Scotland and Wales to share insights and provide vital evidence of what works to end homelessness.

We also...

Provided *Renting Ready* training to help homeless people within 10 local authorities and others being supported by seven charities. *Renting Ready* is our unique tenancy training course, designed for people experiencing homelessness, those at risk of homelessness, and those with limited experience of independent living. Our aim is to ensure people become good tenants, sustain tenancies and end their homelessness for good.

What challenged us

It is still hard to source stable, affordable, and appropriate accommodation for members that meets their needs.

OUR STRATEGY GOALS

**End homelessness
for more people who
are excluded from
help or who have
complex needs**



5 End homelessness for more people who are excluded from help or who have complex needs

What we said we would do during 2019–2020

- Focus on developing 'Psychologically Informed Environment' approaches throughout our Crisis Skylights including recruiting clinical psychologist support.
- Launch our Housing First project in London for up to 20 members in the first phase, and including some Christmas guests.
- Evaluate our projects for migrants experiencing homelessness and use our successes to try to develop similar projects elsewhere.

What we did

Recruited four clinical psychologists, out of the 11 anticipated to ensure that our case management work with our members at our Crisis Skylights is psychologically informed. They started work between January and April 2020.

Built a full case load of 20 Housing First clients, and began work to increase the offer.

Established a new service for migrants who are homeless in London to help them secure EU Settled Status. This is a partnership with other service providers and has helped hundreds of people move away from rough sleeping and find accommodation.

Launched a new grant scheme specifically for local homelessness organisations across the UK, to help promote innovation in services. The grants will include awards for organisations working with migrant populations.

Worked with partners including Hestia, to develop training to improve support for women survivors of modern day slavery facing homelessness. Hestia is one of the major providers of domestic abuse refuges in London and the South East. It is the key organisation supporting victims of modern slavery in the capital.

What challenged us

Working with people who are homeless and have no recourse to public funds continues to be very challenging. When they lose their jobs, they can lose entitlement to support with their housing costs and are then catapulted into homelessness and destitution. Finding paid work is the only way out of homelessness and so our employment coaches have prioritised support for this group.

We found it difficult to recruit all of the psychologists needed at our Crisis Skylights. Recruitment has started again.



FUNDRAISING

GROWING POWERFUL PARTNERSHIPS TOGETHER

This year we welcomed around 150,000 new supporters to our dedicated community united in ending homelessness. This community is vibrant and powerful, and we are excited to develop it.

One of our strategic aims is to grow our partnerships with individuals, businesses and organisations with significant resources to help end homelessness. The support they offer us could be financial, resources, ideas and insights, or networks.

These included Coca Cola Great Britain, Papa John's and the People's Postcode Lottery whose players supported us financially and raised

awareness and understanding of homelessness. We also hugely appreciate our partnerships with JLL and The Berkeley Foundation. They have supported us financially, helped us review our estate and engaged in conversation with us about how to end homelessness.

Without these, and our many other generous partners, we would not have achieved all we have this year.

Our 2019 Christmas fundraising campaign was our most successful yet, with more people than ever supporting us. We were humbled by the level of support we received for this crucial campaign.

We worked hard to ensure that our supporters who gave so generously understood what they had helped make possible.

Making every supporter feel valued, allied to our work and to our powerful community is central in helping people leave homelessness behind for good.

**Lucinda Worth
volunteer, London**



I've been volunteering at Crisis at Christmas for five years. My mother initially volunteered six years ago as a salon manager at the Women's Centre. This, combined with the number of homeless people I saw increasing every year, made me feel a sense of duty to give more than a charitable donation. So, I decided to volunteer my free time over Christmas.

I'm a successful make-up artist working in fashion and TV, so I can use my make-up artist skills at Crisis. And I've been able to meet a wide variety of people – from other volunteers to guests – by giving hand massages, painting nails and giving blow-drys.

My first year at Crisis was as a general volunteer at The West London Centre. I was extremely nervous about who I would encounter due to my limited knowledge of what being homeless meant, but going there it was a completely different story.

I felt safe and at ease and learnt more about the guests that use Crisis's services through conversations with them. It was extremely eye opening and shattered any preconceived perceptions I had about homeless people. Now I encourage everyone to volunteer at least once for Crisis.

One of the most touching moments was when I was giving a manicure to a woman who seemed extremely angry and refused to talk. The next day she returned but in a completely different state of mind and was much happier and open to conversation.

She revealed that she had started the week very angry due to her frustrations as a trans homeless woman and was expecting to be treated negatively. But the opposite had happened, and she admitted that having her nails manicured had made her feel like a woman again. This had given her more confidence to enjoy the other services that Crisis was offering.

I've learnt so much during my time volunteering at Crisis. Due to this I constantly remind myself about how lucky I am to have family and friends that I can rely on for support. Lots of people who end up using Crisis sadly don't.

Crisis has encouraged me to volunteer my time for other homeless charities. I also help at Glass Door at the weekends, providing meals and a safe place to sleep for people experiencing homelessness in London.

I cannot emphasise enough that everyone, who has a few free days over the Christmas period, should volunteer. Start as a general volunteer, or if you have specific skills such as hairdressing, yoga teaching, art teaching, career counselling... Crisis needs you!

LUCINDA'S STORY

"I cannot emphasise enough that everyone, who has a few free days over the Christmas period, should volunteer."

OUR PEOPLE AND OUR ENTERPRISE

DEVELOPING OUR ORGANISATION

Ensuring we have a powerful community where our employees, members and volunteers feel equally valued is essential in ending homelessness for good. A consistent culture that enables people to thrive and effectively collaborate is critical to success.

What we did...

Worked with colleagues at our headquarters, Crisis Skylights, shops and cafés to reduce work-related stress, promote good well-being and ensure they are well equipped to fulfil our strategic goals.

Reviewed the structure of our HR team to ensure it meets the needs of employees and our ambitions.

Started a programme to invest in developing the leadership skills of our strategic leadership group.

Launched a new e-learning platform for our employees and volunteers. This platform includes 80 online courses ranging from induction for new employees, courses to support diversity and well-being plus training to upskill and update those delivering frontline services.

Made bold progress in involving members in our work across all Crisis teams including HR, policy, campaigning and fundraising work.

Two thirds of our Member Involvement team and a third of our Enterprise team members have lived experience of homelessness.

Successful projects involving members included:

- A virtual reality project where members created an experience for young people to help them gain insights into the issues around homelessness and its causes.
- Interviewing applicants for key Crisis roles – including those of Chair of Trustees and the Director of Corporate Services.
- Designing and participating in fundraising and campaigning activities – most recently *Home For All*.
- Collaborating with the Crisis Christmas case management team to ensure the service offered accurately reflects what people need.

Introduced a peer mentoring service in Croydon, Swansea and Birmingham. We want peer support to be an integral part of the services we offer the people facing homelessness who come through our doors.

Started research into the role and impact of our volunteers at Crisis and how we can best develop them and make the most of their skills.

Celebrated the success of Crisis member volunteers who found permanent employment during the year.

Explored how to end homelessness through entrepreneurship, and demonstrated how it can be done through our business portfolio.

Welcomed thousands of customers to our shops and cafés. Our shops and cafés are important training and employment facilities for our members that fulfil around 250,000 transactions annually. These vibrant businesses also provide a community focus for ending homelessness and encourage customers to become supporters. Our shops are particularly attractive to a unique group of Crisis supporters – millennials who are eco-conscious and likely to become activists on our behalf.

Continued to explore how to end homelessness through entrepreneurship with our enterprise team. In June 2020, 500 participants from 75+ countries applied to take part in an *Innovation Challenge* to develop ideas to end homelessness.

Two thirds of our Member Involvement team and a third of our Enterprise team members have lived experience of homelessness.



When the coronavirus hit and the lockdown was introduced, we worked swiftly to help people facing homelessness as they were hit especially hard by the unprecedented situation.

We adapted our services and continued to support people experiencing homelessness through new channels such as mobile and video chat.

We worked with our sector partners and with governments to ensure that everything possible was done to protect people sleeping on the streets or in dangerous situations from coronavirus.

We established a coronavirus project team in response to the pandemic. Its remit was to ensure the health and well-being of our employees, members and volunteers.

MARCH – JUNE 2020

ELLEN'S STORY

**"Crisis is very calming and
therapeutic. Some of the people
are so loving and encouraging.
It makes a big difference."**



have experienced homelessness three times. Twice when I was a student because London was so unaffordable, I ended up sofa surfing and staying with friends.

I was forced to sofa surf again in 2017 when the landlady wanted to sell the house, I lived in. I've suffered chronic back pain for 20 years, made worse by a neck injury at work three years ago. Since then I've received Employment Support Allowance, but couldn't afford the rents anywhere, so I stayed with a friend for three months.

When she asked me to leave, I went to Crisis for housing advice. I was referred to the organisation No First Night Out. They sent me to an emergency accommodation hostel where I stayed for more than a year.

The council said I had to leave the hostel in 2019 and go into the private rented sector – the wait for social housing is two to three years. Initially they sent me to a subdivided house – one of the very few places that would accept housing benefit. The house was disgusting – used mattresses everywhere; big piles of rubbish. People were shouting and screaming; I didn't feel safe. I calculated that the landlord probably gets £88,000 rent per year from people on housing benefit.

I registered on the homeless register but was told by Hackney Council that I was not priority because I wouldn't be deemed vulnerable enough on the street. I stayed in the hostel while my solicitor lodged an appeal; I lost and was forced to leave in autumn 2019.



"It makes you think, if they can find accommodation for people experiencing homeless now, why can't they do it all the time?"

I've been sofa surfing for four months while bidding on council properties but can't view them because of lockdown. I've also been looking at private properties I could afford, but most landlords don't accept housing benefit. It just makes you feel trapped.

I feel very uneasy staying mostly in the house – as it's somebody else's space. I am trying not to get in the way and do things how she likes them to be done. But I don't have a room to myself where I can relax. When you can go out you can get some space, but that's not possible now.

My Crisis poetry mentor gives me an assignment each week. It helps me focus and takes my mind off the present situation. Crisis is very calming and therapeutic, and I used to go about twice a week. Some of the people are so loving and encouraging. It makes a big difference.

I'm really missing it. My progression coach calls once a week; it's good to have that connection.

At Crisis I was doing fashion and textiles, creative writing and poetry. I was also a volunteer assistant journalist at Christmas. I learn new skills that will hopefully lead to work. By the end of 2020, I want to be self-employed, and off benefits for good. But the way freelancers are affected now makes me more worried for my future.

I am grateful to be well. I am fortunate to have helpful friends and I have enough food. Not everybody has these things. But now we are in the fourth week of isolation and I am really worried about my host catching coronavirus.

We've had no symptoms, but we don't know how long this situation is going to last; it's making me feel very anxious. Rough sleepers are being put in hotels and helped, but not everyone. It makes you think, if they can find accommodation for people experiencing homeless now, why can't they do it all the time?

PULLING TOGETHER DURING THE PANDEMIC

When the coronavirus hit and the lockdown was introduced, we worked swiftly to help people facing homelessness as they were hit especially hard by the unprecedented situation – this is because:

- People forced to sleep rough were more exposed to the virus and also more likely to suffer from it because of underlying health conditions.
- Those sleeping rough and in crowded night shelters were finding it difficult to follow government advice and self-isolate.
- More cases of domestic abuse were reported, and often people were faced with homelessness as their only way out.
- And those, already under financial pressure, were frightened the outbreak would push them into homelessness.

What we did...

Ensured our frontline workers at our Crisis Skylights could keep our services running. They provided advice, helped people find somewhere to live and gave health and well-being support. Altogether they helped more than 3,000 people.

Adapted the way we worked to meet people's immediate needs in these challenging times. This meant providing mobile phones with credit and laptops. These enabled us to keep on providing advice and support, helping people to find homes and access the benefits and other support they needed.

Launched our *In This Together* campaign calling on everyone, governments, businesses, organisations, and the public to protect the people who were most exposed. The response was overwhelming – raising more than £4million to help us and others do our vital work.

Provided food vouchers, and emergency food and well-being packages to people who had

been sleeping rough and people in temporary accommodation that we distributed to our members by car.

Designed online activities and classes for our members. We also distributed materials and equipment so that people could take part in our structured learning, group work and creative events and activities.

Continued our everyday work of helping people find and move into accommodation. This meant we had to work creatively to support viewings and tenancy sign ups remotely and safely.

Started an emergency grant fund. It provided nearly £2million to 215 local and grassroots charities that needed PPE, food, social distancing provision, digital technology and much more. We funded many organisations helping people with no recourse to public funds.

Supported our employees, many who had to adapt to new ways of working to keep our clients feeling safe and motivated and ensure their needs were met. Helping people who are feeling exposed and frightened is very intense work, so we made sure our team members had the support they needed too.

Welcomed the Westminster Government's *Everybody In* scheme, and Wales' and Scotland's more generous equivalents, to help the thousands of people on the streets and in night shelters at risk from the coronavirus.

Commended the Westminster Government for its decision to increase Local Housing Allowance for renters. This increased the generosity of housing benefit and Universal Credit so that Local Housing Allowance will cover at least 30% of market rents.

Invested in additional resources to help people move on from hotels and emergency accommodation into stable homes.

Reconvened the *Homelessness and Rough Sleeping Action Group* at the request of Scotland's Housing Minister. The Group published their ambitious recommendations for action around the emergency response to the



pandemic and the longer term actions needed to end homelessness in Scotland. These will form the basis for the Scottish Government's new chapter in their plan to end homelessness.

Renewed our calls to tackle the root causes of homelessness and rough sleeping in Wales building on the work that supported hundreds of people who were rough sleeping into emergency accommodation.

Commended the Westminster Government for announcing a landmark change to the *Domestic Abuse Bill*. Our campaigning, through the *All Party Parliamentary Group for Ending Homelessness*, supported by stories from courageous survivors, asserted that anyone made homeless a result of domestic abuse should have a legal right to housing. This change will prevent thousands from becoming homeless and undoubtedly save lives.

Keeping our people safe

We established a coronavirus project team in response to the pandemic. Its remit was to ensure the health and well-being of our employees, members and volunteers. Our priority was to ensure that we could continue to deliver essential services to our members in the safest way possible.

Support from our HR and IT teams enabled us to facilitate home working while we navigated the challenges of unknown infection rates and regular government announcements. And Crisis' organisational policies had to be amended to help our employees juggle the challenges of their working and caring responsibilities. We also increased our online learning and well-being activities for members and employees to ensure that we stayed connected and involved.

In total we furloughed 115 employees who were unable to work; most were in our cafés and shops which had to close.

A Home For All – calling for emergency legislation

Tremendous steps forward were made during the pandemic by governments, local authorities, and organisations to protect people facing homelessness. Safe emergency accommodation was provided to people experiencing homelessness – more than 17,000 across Great Britain were helped by the end of June.

And each government has announced new funding to help further support those in emergency accommodation into more longer-term housing.

But these measures were only temporary. As lockdown eased, we knew the pressure on people would build again resulting in them losing both temporary and permanent accommodation. Legal barriers would be responsible for this.

So, we asked specialist lawyers at Garden Court Chambers to work with us on emergency homelessness legislation. We launched it at the end of June, as part of our *Home for All* campaign, at our virtual parliamentary reception chaired by Bob Blackman MP.

We want the Westminster Government to introduce measures including:

- **ensuring** everyone with nowhere safe to stay has access to emergency accommodation by introducing a duty, backed by funding, for local authorities in England to provide emergency accommodation over the next 12 months.
- **lifting** the 'no recourse to public funds' restrictions for 12 months for people helped by this legislation so that they can access Universal Credit and homelessness assistance.
- **protecting** people from being evicted from their homes in England and Wales through no fault of their own if they have been unable to pay their rent as a result of the outbreak.
- **suspending** the benefit cap to prevent people from becoming homeless if they are unable to return to work for several months.



Fundraising in the coronavirus crisis

We were amazed, emboldened and encouraged by the generosity and dedication of our supporters during a time when they had their own challenges and yet made time to think of others.

Lockdown meant our fundraising team had to change the way they worked and also how we would communicate with our supporters in such fast-moving and unpredictable times. It was critical to keep them updated with the Crisis response and how we were working with partners to support those facing homelessness amidst the coronavirus and lockdown.

Communicating Crisis' *In This Together* campaign, launched to make sure those people most at risk were supported, was our first priority. Our partners, supporters and the public responded incredibly generously. We raised more than £4 million, donated by philanthropists, individuals, trusts, foundations and corporates partners.

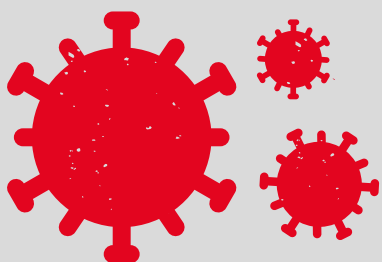
As the pandemic has unfolded and the immediate needs of people who are homeless have been partly met we launched our fundraising campaign for *Home for All*. It will be one of our key focuses for 2020–21. It has started strongly, raising more than £2.5 million by 30 June 2020.

Our Christmas volunteers

During the *Everyone In* phase of the pandemic, we asked our Christmas volunteers in London to provide support to organisations providing essential accommodation in hotels for those who had been rough sleeping. Over 900 volunteered to support and work with our partner organisations. We were able to deploy over 100 into 6 different hotels across London.

WHAT HAPPENED DURING THE PANDEMIC

Huge steps forward were made during the pandemic by governments, local authorities, and organisations to protect people facing homelessness. Safe emergency accommodation was provided to people experiencing homelessness – more than 17,000 across Great Britain were helped by the end of June.



**MARCH
12**

**ISOLATION
ROOMS**
CREATED AT CRISIS
SKYLIGHT SERVICE
CENTRES

**MARCH
17**

**GOVERNMENT
ANNOUNCES
£3.2
MILLION**
EMERGENCY
INVESTMENT IN
PROTECTING ROUGH
SLEEPERS FROM
CORONAVIRUS
FOR ENGLAND

**MARCH
18**

**CRISIS
MOVES A NUMBER
OF SERVICES
ONLINE**

**MARCH
23**

**THE WESTMINSTER
GOVERNMENT**
Instructs all councils in
England to provide people
sleeping rough, or living in
shelters and hostels, where
they cannot self-isolate, with
self-contained accommodation
EVERYONE IN!

**MARCH
27**

**GOVERNMENT
ANNOUNCES A
90-DAY
BAN ON EVICTIONS IN
ENGLAND AND WALES**

**MARCH
20**

Crisis launches
**'IN THIS
TOGETHER'**
an emergency appeal and
grant fund to support
organisations within the
homelessness sector

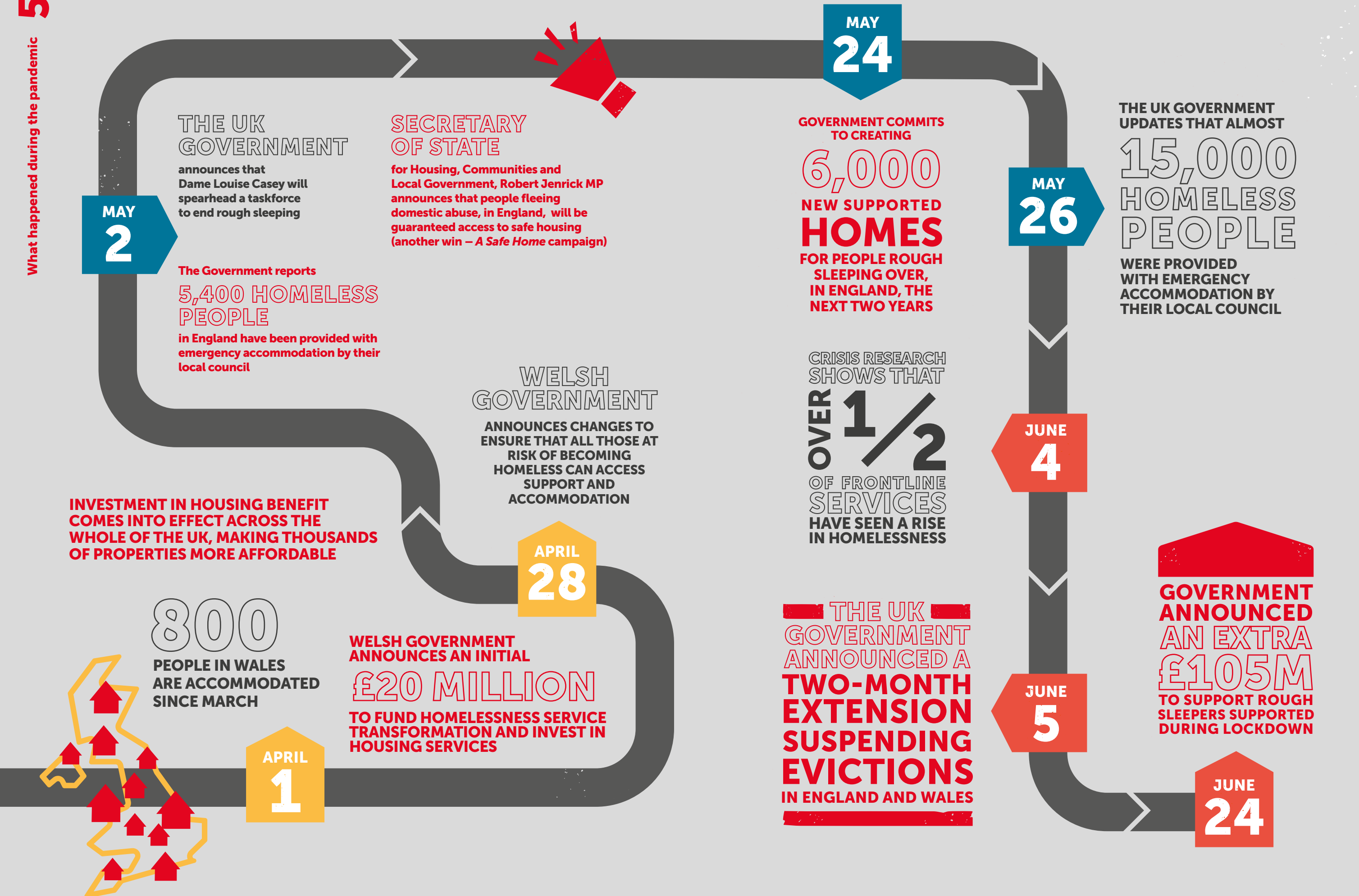
**Welsh Government
announces
£10 MILLION**
to accommodate all those
who were or are at risk of
sleeping rough or living in
unsuitable temporary
accommodation

**CHARITY
STAFF**
Are given key workers status

**COVER
THE COST**
of renting campaign win:
Rishi Sunak announces
12-month investment in
housing benefit

**MARCH
21**

**SADIQ KHAN
AND THE GLA MAKE
300**
HOTEL ROOMS AVAILABLE TO
PEOPLE EXPERIENCING
HOMELESSNESS
IN LONDON





Inspired by Captain Tom Moore's support for the NHS, seven-year-old Henry Cleary from Buckinghamshire ran a marathon (26.2 miles) over 10 days to support Crisis during the pandemic. He raised an incredible £8,500 and, just like Captain Tom, inspired many others with his challenge which started on anniversary of VE Day in May.

"Homeless people had places to stay during the coronavirus and I don't want them to be homeless again. Homeless people are now spending time in hotels, but after all this coronavirus has settled down, they might have to go back onto the street," said Henry.

My Daddy told me if I feel like stopping and giving up, just to think about something. So, I thought of getting all the homeless people off the street, and that kept me running. When I crossed the finish line, I felt very proud..."

"He is a very sensitive, caring boy, and he wanted to do something to help people who needed it at this time after seeing the incredible efforts of Captain Tom. He saw him on the news and asked if he could take up a challenge to raise money," explained Henry's mum, Emily.

"He looked at lots of charities online and chose Crisis. We've taken him to London to see the sights, but he also noticed people in sleeping bags on the streets and asked 'Why?'. For him to be doing this to raise money for that charity is something we are so proud of."

Henry wrote on his JustGiving fundraising page: "I care about homeless people and am worried about them because they might not have doctors or medicine or any food to eat. I am training hard and I want to raise £262, which is £10 for each mile. But if I can raise more, I will be very proud. And homeless people will be happy they can eat and feel better."

Asked about Crisis's mission to end homelessness for good, Henry said: "It's a really good idea because it's a really kind thing to do. We can end homelessness. Wouldn't that be amazing?"



HENRY'S STORY

"Homeless people had places to stay during the coronavirus and I don't want them to be homeless again. Homeless people are now spending time in hotels, but after all this coronavirus has settled down, they might have to go back onto the street."

The future is unknown but we will strive to help more people end their homelessness for good.

There will be challenges this Christmas but we are determined that our guests, who depend on us, will not face the festive season alone.

We will continue to adapt to the challenges the coronavirus places on our members, volunteers and staff.

Most importantly we will continue our work to ensure everyone has a safe and secure home.



**THE
FUTURE**

What we'll do next

DURING 2020 –2021 WE WILL...

Services

Help at least 2,500 people end their homelessness for good. This will include people who were placed in emergency accommodation during lockdown. We're determined to support them so that they can retain and sustain their accommodation for the long term.

Give people the help they need even more quickly. We're restructuring our services to support this and are recruiting specialists in benefits, housing procurement, homelessness and housing law. We also plan to have a clinical psychologist at every Crisis Skylight.

Ensure our guests have a safe Christmas. This December, we'll be offering accommodation and advice services for hundreds of people. And we'll make sure thousands, who would otherwise face homelessness at Christmas alone, can benefit from well-being support, food, gifts and entertainment.

Policy and campaigning

Achieve significant changes in Government policy on homelessness. The Scottish and Welsh governments have pledged to introduce big reforms to prevent homelessness and to expand housing-led solutions. We'll do all we can to support this to help sustain very low rates of rough sleeping. In England, we'll challenge the Government to adopt better policies and build on the gains of the 'Everyone In' scheme.

Launch powerful new initiatives over the next 12 months. These will include:

- a consultancy service for local authorities wishing to improve their practice
- a new Housing First scheme as part of our 10-year partnership with Newcastle City Council

- a research study looking into the causes, impacts and solutions to homelessness among Black, Asian and Ethnic Minorities communities.

Fundraising and partnerships

Rise to the fundraising challenges by Covid-19. Across the sector, charities are projecting significant falls in income. But with our generous partners and supporters, we'll work hard to minimise the effects of the subsequent economic downturn. Together, we'll continue to be there for people affected by homelessness.

Make sure our supporters can have a more active role in Crisis. We'll do this by upgrading our digital and data capacity.

Our people

Protect our people by continuing to focus on our organisational response to Covid-19 and the ramifications for our employees, members and volunteers. Being flexible and responsive to the ever-changing circumstances the virus brings will be key to success. As is staying true to our values and prioritising how we can look after the health and well-being of people facing homelessness.

Increase the peer support we offer our members and ensure that we continue to increase their involvement in Crisis' future direction – they are the heart of our organisation.



Enterprise and innovation

Establish the charity's first Venture Studio, starting and working with start-ups to end homelessness. Develop staff innovation networks to improve the innovation potential of the charity.

Reopen our shops in July and our café offer in September exploring new training and remote learning opportunities for our members. We'll also be focussing on new ventures including developing Crisis's e-commerce offer making our clothing and furniture products available online.

Diversity and inclusion

Challenge institutional racism and other forms of prejudice that cause and sustain homelessness. Homelessness is more prevalent amongst people from Black, Asian and minority ethnic backgrounds, as it is for a number of other groups of people such as those from the LGBTQ community. Over the coming year, addressing these issues will become a bigger part of our efforts to end homelessness. New research in 2020/21 will tell us more, particularly about the intersection of race and homelessness with other issues such as social class.

Within the organisation we will aim to increase the diversity of staff at all levels, including at more senior levels. This will be about diversity in all its forms, but we have a particular desire and responsibility to make the organisation a place where people who have experienced homelessness thrive within our workforce.

Sustainability

Commission and respond to an assessment of our environmental impact during the year. We are committed to playing our part in addressing climate change and global warming. This will include measures of energy consumption and efficiency alongside wider assessments relating to supply chains, and policies with a related impact such as staff travel. Looking ahead it will also be important to address the issue of extreme weather and its impact on people who are homeless, including through service provision and policy change.

Thank you

We know that it is only by working together that we will end homelessness. We’re grateful for the generous support from thousands of people and organisations who have helped us this year. Here are just a few who have made our work possible.

29th May 1961 Charitable Trust	Julia and Hans Rausing Trust	The Trustees of The Elin Harmer Will Trust
Adint Charitable Trust	The Kestrelman Trust	Vera Marston
Adrian Swire Charitable Trust	Kenneth Barker	The Vertex Foundation
Albert Gosling	Leslie Mellors	Westminster Abbey
Andrew Moncrieff	L&Q Group	Woodmansterne Publications Limited
Artemis Charitable Foundation	Linbury Trust (Sainsbury Family)	
The Berkeley Foundation	Mr and Mrs Marc Jonas	
The Brad & Katherine Wickens Foundation	Margaret Mason	
Brent Homelessness Support LLP	Marie Gannon	
Carolyn Andrews	The Marketing Academy	
Catalloy Ltd	Marsh Ltd	
Cisco	Maurice Turnor Gardner	
Comic Relief	Miel De Botton	
Constance Travis Charitable Trust	Muriel McQuaid	
Crispin and Lindsey Maunder	National Lottery Community Fund	
Croydon Borough Council	National Lottery Community Fund Scotland	
Croydon Relief in Need Charities	National Lottery Community Fund Wales	
Cymorth Cymru	Nationwide Community Grants	
David and Eleanor Holloway	Oak Foundation	
David Young	Ocado Retail Limited	
Department for Culture, Media and Sport	Olga Morgan	
Dorothy Raeburn	The Oso Foundation	
Duncan Hawthorne	P. Hartwell	
Edinburgh City Council	PDT Partners	
Edward Murtagh	Papa John’s GB	
Eileen Wright	Paul Smee	
Emma Kelty	People’s Postcode Lottery	
Google	The Persula Foundation	
GSK	Persimmon Charitable Foundation	
Gwenyth Murphy	Peter Winslow CBE and Janet Winslow	
Helen De Hoop	Philip Beardon	
Hitachi Capital (UK) PLC	QBE Foundation	
Home Office	Richard Waite and Jennifer Hayward	
Homeless Link	Rob and Vanessa Perrins	
Homelessness Network Scotland	Royds Withy King	
Humphrey Battcock	Schutz Engel Trust	
Hush	Shamir Dawood	
Ian Hayes	Sian Bonnell and Tracy Marshall	
The Ireland Family	Southampton Row Trust Ltd	
Jones Lang Lasalle Limited	Stephanie Barnes	
Joseph Rowntree Foundation	Taylor Wimpey UK Ltd	
Joseph Zanelli	Three Graces London	
JTI UK	Tom Stubbs	

Trustees, senior management and advisers

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,
the Lord Archbishop of Canterbury
The Most Rev. Vincent Nichols,
Archbishop of Westminster
David Gilmour CBE

Chair of Trustees

Steven Holliday ^ ~ (resigned 24th September 2020)
Tristia Harrison (appointed 30 July 2020)

Trustees

Terrie Alafat CBE ^~
Martin Cheeseman OBE *#
Caroline Lee-Davey * (resigned 14 March 2020)
Victoria Fox #
Julia Goldsworthy
Ann Gee #
Geetha Rabindrakumar *
Damien Régent *
Tamsin Stirling
Robert Weston *
Rob Perrins (appointed 14 March 2020)
Alison Wallace (appointed 28 November 2020)

* member of the Finance, Audit and Risk Committee

^ member of the Nomination Committee

~ member of the Remuneration Committee

member of the Client Services Governance Committee

Company Secretary

Keith Felton (resigned 22 January 2020)
Marie Morrissey (appointed 24 January 2020)

Senior Management Team

Jon Sparkes
Chief Executive
Matt Downie MBE
Director of Policy and External Affairs
Sarah Farquhar
Director of Organisational Development
Keith Felton
Director of Corporate Services
(resigned 22 January 2020)
David Warren
Interim Director of Corporate Services
(appointed 2 March 2020)
Richard Lee
Director of Fundraising
Rebecca Pritchard
Director of Services

Bankers

The Royal Bank of Scotland
28 Cavendish Square, London W1M 0DB

Senior Statutory Auditor

Joanna Pittman

Auditors

Sayer Vincent LLP
Invicta House,
108-114 Golden Lane,
London EC1Y 0TL

Address of charity and registered office

Crisis UK
66 Commercial Street, London E1 6LT

Telephone: 0300 636 1967
Fax: 0300 636 2012
Email: enquiries@crisis.org.uk
Website: www.crisis.org.uk

Company registration no: 4024938
Charity registration no: England and
Wales 1082947; Scotland SC040094

Structure, governance and management (including strategic report)

Section 172 statement – Trustees' duty to promote the success of the charity

The Trustees have a duty to promote the success of the charity and in doing so are required by section 172 (1) of the Companies Act 2006 to have a regard to:

- the likely consequences of any decision in the long term
- the interests of the charity's employees
- the need to foster the charity's business relationships with suppliers, customers (in Crisis's case – our members) and others
- the impact of the charity's operations on the community and the environment
- the desirability of the company maintaining a reputation for high standards of business conduct.

Crisis developed its current strategy with its mission and purpose that "Together we will end homelessness". This involves five strategic goals built on our activities as a direct service provider for thousands of people facing homelessness and our growing profile and impact as a research and policy organisation. The context for the strategic goals was, and remains, the document *Everybody In: How to end homelessness in Great Britain* – the plan to end homelessness developed by Crisis to mark our 50th anniversary in 2017 and published in 2018. This ground-breaking document sets out how homelessness can be ended with the necessary political will and provides the context for all our work to end homelessness. This plan was developed after wide consultation of stakeholders of members, staff, partner organisations in the wider sector. The Trustees understand the importance of fostering good relationships with stakeholders.

Structure

Crisis UK is a registered charity and a company limited by guarantee and is governed by its Memorandum and Articles. The charity has one wholly-owned subsidiary undertaking, Crisis at Christmas Limited, a trading company. The principal activities of the trading company are sponsorship and miscellaneous trading activities.

Trustees

Crisis UK's Board of Trustees comprises 12 members who meet at least six times a year to review strategy, business plans and operations. One meeting is at least a full day allowing an in-depth review of Crisis' past performance and future direction.

Trustees are appointed on a three-year term and are eligible for re-election for a second term. A Trustee holds office for a maximum of six years unless the Nominations Committee recommends otherwise, and a majority of the Board of Trustees agrees. Terms of office may be extended up to three more years if appropriate.

Trustees are recruited through national recruitment campaigns, although personal recommendations are also used where specific skill sets are required. All successful candidates are selected through a rigorous interview process involving the Nominations Committee and the Chief Executive. The Board appointed two new Trustees in 2020 with a new chair appointed in July 2020. It used a search firm selected for its experience in attracting a diverse pool of candidates.

All new Trustees take part in an induction programme designed to ensure they fully understand their roles and responsibilities, and Crisis' objects, activities and ethos.

The Board is committed to high levels of governance at Crisis and has used the

Charity Governance Code framework as well as the recent Charity commission alert (on the importance of transparent and accountable governance) to assess this. The results, considered by the Finance, Audit and Risk Committee, show we achieve a high level of compliance with the standards set out in the Code. In a small number of areas there is scope for greater formality and regularity of reviews which will be introduced as appropriate.

Trustee sub-committees

The Board has established four committees with delegated authority for certain matters and to ensure key matters are given increased time and scrutiny.

The Finance, Audit and Risk Committee, comprising five Trustees, has delegated authority for:

- ensuring the charity operates within the financial guidelines set out in current legislation, by the Charity Commission, by the charity's governing documents and by the Board
- reviewing financial information and audit issues, and making recommendations to the Board on related matters
- considering the need for internal audit work and overseeing a programme for implementation if appropriate
- reviewing the information governance framework, data security and compliance with data protection legislation.

The Client Services Governance Committee comprises three Trustees and was established to:

- ensure Crisis' services for members are delivered safely and professionally and to provide this assurance to the Board
- act as a forum for scrutiny and review of governance (including incident and safeguarding management) across Crisis Client Services.

The Remuneration Committee comprises a minimum of three Trustees to whom the trustees have delegated responsibility for:

- setting the remuneration of the Chief Executive
- receiving recommendations on the remuneration of the Senior Management Team (SMT) and authorising as appropriate
- scrutinising and authorising changes to the organisation's remuneration structure.

The Nominations Committee comprises two Trustees, including the Chair, and the Chief Executive, and has delegated responsibility for:

- making recommendations to the Board on the extension of a Trustee's term of office
- recruiting and recommending new Trustees to the Board.

Further committees of selected Trustees are set up as and when required to review specific issues, to which additional specialists are co-opted if appropriate.

Related parties and relationships with other organisations

Crisis at Christmas Limited, a wholly-owned subsidiary, manages trading activities associated with the charity. The company gifts any surplus to Crisis.

Senior Management Team

The Trustees delegate the day-to-day operations of the charity to the Senior Management Team (SMT). The SMT comprises the Chief Executive and five other members with clear lines of responsibility for specific areas of the organisation. In addition to the members of SMT listed above, Joanne Moore also served as Director of Corporate Services in January 2020 as well as acting as Company Secretary. The Trustees have worked with the SMT to develop the longer-term strategic plans for the charity. Responsibility for the implementation of the plans is delegated to the SMT through agreed one-year business plans.

Remuneration policy for key management personnel

Crisis' remuneration policy is designed to ensure the organisation continues to be a leading charity within the homelessness sector, providing high quality services for homeless people. This includes ensuring remuneration levels are sufficient both to attract high calibre staff and maintain our human resource across the organisation.

We are committed to the following principles in determining pay for all our employees.

- Be consistent, equitable and open in how employees are rewarded and recognised.
- Apply the same approach to pay and reward for all employees, except where there is a clear case for differentiation.
- Benchmark pay against the upper quartile of the relevant market.
- Take account of internal relativities as well as the external market.
- Provide an overall package of rewards and recognition that is good within the charitable sector.

The remuneration of members of the Senior Management Team is determined by the Remuneration Committee which gives due consideration to the above framework.

We are also proud to have been committed to paying the minimum hourly rates recommended by the Living Wage Foundation for many years.

Staff and volunteers

Our staff and volunteers are vital to our organisation's ongoing success. They dedicate time, skill and passion to delivering the best possible services for people experiencing homelessness.

We are extremely fortunate in that we can call on the support of more than 12,000 volunteers each year. Their contributions are invaluable to our work and help shape the unique character of our charity.

During the year, in response to Coronavirus pandemic, we furloughed 17% of staff at peak, using the

Government's jobs retention scheme but ensuring that staff still received their full pay.

Policy for employment of disabled persons

We welcome applications for employment from all prospective employees regardless of disabilities. Crisis is committed to developing practices not only meeting requirements of equalities legislation, but which promote equality of opportunity and maximise the abilities, skills and experience of all employees. This includes ensuring that employees are managed in an inclusive way, accounting for individual differences, and giving employees the confidence to disclose a disability if they wish.

If an employee discloses their disability, we discuss with them what they need to be successful in their role and seek to make adjustments to facilitate this. For example, adjustments could include training, specialist technology or equipment. In deciding what is reasonable, the practicalities and resources available to Crisis UK are considered.

Diversity

As part of our commitment to becoming a truly inclusive organisation, Crisis has established staff diversity networks for:

- Black, Asian and Minority Ethnic people
- lesbian, gay, bisexual, transgender, queer/questioning + people
- people with lived experience of homelessness
- women
- disabled people.

The networks:

- provide support to staff members and enable them to be their authentic and best selves
- champion issues across the organisation
- raise awareness of the impact of relevant legislation
- improve the working environment for network members and accordingly all Crisis employees

- and contribute to making Crisis a truly diverse organisation.

Employee information

We place great importance on ensuring employees are regularly updated and have appropriate opportunities to engage with senior management. The Chief Executive holds 'Have your say' sessions twice a year at all Crisis locations, accompanied by another member of the SMT. All staff are invited to attend and contribute.

The Chief Executive also presents a monthly blog, available to all staff, where he celebrates achievements and discusses important topics including future plans, finances and the external environment. We conduct an annual staff survey; the results and proposed actions are discussed with staff (typically through the 'Have your say' sessions mentioned above) and with the Board. The results of the survey are an important indicator of the 'health' extremely positive. With remote working being a significant way of working since lockdown, we introduced 'Tea and Talk' zoom meetings on a range of topics to disseminate information to staff as well as an opportunity for staff feedback.

Crisis has a union recognition agreement with Unite. Senior management meet with Unite representatives on a regular basis.

Public benefit statement

In accordance with the Charities Act 2006, we must confirm that the activities we undertake to achieve our objectives are all carried out for the public benefit as described by the Charity Commission.

The beneficiaries of the charity are members of the public who are in need because of homelessness and associated issues. Through our activities, we seek an end to homelessness by delivering life-changing services and campaigning for change. Crisis' Trustees have described in this report the charitable public benefit of our activities; they regularly review our progress against our aims and objectives. They confirm that they have complied with the duty in section 4 of the Charities Act (2006) to have due regard to public benefit guidance published by the Charity Commission.

Fundraising

At Crisis we have set out to ensure we always listen to our supporters and put them at the heart of our work. We've gone so far as to instigate a *Supporter in the Room* policy, where in every meeting across Crisis we behave as though there is a supporter present. It ensures we treat them with the respect and dignity they deserve.

In 2019/20 we have continued to focus on delivering our Supporter in the Room pledges, striving to deliver supporter care excellence. We have focussed on making sure we understand what our supporters want and worked hard to not only meet but exceed their expectations. We will continue to work hard on this in the coming 12 months, delighting supporters at every opportunity and making sure they feel an intrinsic part of the community to end homelessness.

As well as placing supporters at the heart of our culture, we have worked closely with our partners and suppliers to ensure they display the same ethos. We dedicate time at the most senior levels of the organisation to ensure they understand who we are and how we treat our supporters. We constantly monitor the performance of our telephone agencies and provide feedback on a regular basis to ensure performance is both maintained and actively improved. The agency often acknowledges that Crisis goes the extra mile to ensure together we give supporters great experiences.

In the year to June 2020, we communicated with millions of people across the UK and received 76 complaints (2019: – 118 complaints). While this number is low, this still represents people who had a bad experience and we will work to reduce this number going forward.

We have continued to monitor and update our privacy policy, constantly reviewed our communication and are finalising a preference centre to allow supporters to choose what they receive from us. However, that is just part of the process. We want to go beyond compliance with regulation. We want to revisit the roots of communicating with our supporters, ensuring that every single communication a Crisis supporter receives is relevant, meaningful and inspirational.

In addition, we are committed to ensuring that no vulnerable person feels subject to unreasonable intrusion of privacy or persistent or undue pressure to donate. We have continued to work hard to comply with the Fundraising Regulator’s voluntary regulation scheme and ensure our suppliers and agents do the same. We will continue to ensure we meet the high standards we expect of ourselves, the Regulator expects of us and that our supporters rightly deserve.

Streamlined Energy and Carbon Reporting (SECR)

Under the Companies (Directors’ Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, Crisis is mandated to disclose our UK energy use and associated greenhouse gas (GHG) emissions. As a minimum, Crisis is required to report those GHG emissions relating to natural gas, electricity and transport fuel, as well as an intensity ratio under the Streamlined Energy & Carbon Reporting (SECR) Regulations.

The period covered under the report for the purposes of the Streamlined Energy & Carbon Reporting Regulations is the Crisis financial year, 1 July 2019 to 30 June 2020.

Crisis will be using the data collated for this year’s report as the base year for future reporting. As and when Crisis is able to improve on the collection of data relating to GHG emissions, the base year will be amended to include new data.

Scope of report

The scope covered under this report includes:

- **Permanent premises related energy use** – natural gas consumption (scope 1), UK electricity (scope 2) and energy related transmission & distribution (scope 3).
- **Transport** – Fuel purchased for rented vehicles by Crisis (Scope 1) and private staff and volunteer mileage (Scope 3).

Quantification and reporting methodology

Crisis has previously complied with ESOS Phase 2 and has established internal methodology for collating energy and transport usage data. In assessing which GHG emissions to report on for the purposes of SECR, Crisis has followed the 2013 (updated 2019) UK Government environmental reporting guidance and has used the 2019 UK Government GHG Conversion Factors for Company Reporting in the calculation of reported figures.

Energy efficiency actions and targets

Crisis has previously taken part in ESOS Phases 1 & 2, the latter of which was submitted May 2019. This identified opportunities for energy savings across the business which Crisis has reviewed and begun to implement over the past year such as the continued replacement of life-expired light fittings with new LED systems. Where appropriate these lighting systems are monitored by passive infrared sensors and energy saving software has been deployed to turn off computer devices at the end of each day.

In the later 4 months of the reporting year, Crisis has made use of digital meeting tools in the response to the Coronavirus pandemic. As our working patterns evolve over the next reporting period, we will continue to use digital meeting tools to reduce employee travel with the expectation that this will also reduce energy use within our premises. Crisis is pleased to report that directly purchased electricity for all Crisis premises now comes from renewable energy sources.

Summary

Crisis has continued to monitor and improve on its environmental performance since the eco audit in 2007 by the City Bridge Trust. In more recent years Crisis has obtained external verification on its environmental performance and continued improvement through the Green Mark accreditation now held across most of our premises. Through our Green Mark accreditations and other environmental reporting mechanisms, Crisis will continue to develop a programme of Greenhouse Gas reduction initiatives throughout the organisation.

Element	2019-2020 (tCO ₂ e)
Gas consumption – at premises where Crisis holds control over metering and invoicing (SCOPE 1)	68.47
Owned Transport – for vehicles rented by Crisis for work purposes (SCOPE 1)	21.61
UK Electricity – at premises where Crisis holds control over metering and invoicing (SCOPE 2)	238.27
TOTAL (tCO₂e) SCOPE 1 & 2	347.24
Transmission & Distribution of UK Electricity – at premises where Crisis holds control over metering and invoicing (SCOPE 3)	21.83
Business Travel (land) – Private staff and volunteer mileage (SCOPE 3)	20.23
TOTAL EMISSIONS (tCO₂e)	370.19
Intensity metric tonnes of CO₂e per full-time employee	0.69

Financial review

Our principal activities are providing a range of life-changing services to homeless people and campaigning on their behalf.

Despite the coronavirus pandemic affecting income, the result of the year is a substantial surplus of £9.4million. This surplus has been achieved while increasing charitable expenditure by 25%. Total expenditure increased by 24% to £54 million from £43.6 million and income increased by 19% to £63.4 million from £53.5 million.

These results have been affected by the coronavirus pandemic. The charity was forced in February/March 2020 to cancel fundraising events, close our charity shops and cafés resulting in loss of income of around £1m. The charity shops incurred a loss of £0.6m in the year. This loss of income was largely mitigated by the launch of the *In This Together* fundraising campaign with our supporters giving with amazing generosity.

The level of the financial surplus achieved in this first year of our ambitious five-year plan placed us on a robust financial footing with a healthy reserves position. The financial performance in the financial year prior the pandemic was good. This ensured we were able to support other smaller charities during the pandemic whose income had been affected by the pandemic.

The increase in charitable expenditure reflected a general increase in our activities. These included the introduction of Housing First programme in London and clinical psychologists within Crisis Skylights, grant giving programmes, and our direct response to the pandemic.

We also continued to invest in fundraising. This was partly to support our activities in the year under review, but primarily to ensure a sound base to support our ambitions for of our five-year strategic plan. Crisis receives little statutory income, enabling us to take an independent position when working with and campaigning for homeless people.

This does mean, however, that we must invest significant sums to generate the voluntary income on which we rely.

Our expenditure on raising funds, including from retail activities, increased by £3.8 million over the previous year, generating an increase in income of £10 million. The largest category was donations from individuals, but we continue to benefit from the financial support of a broad spread of supporters. These include not only many individuals but also companies, trusts, the People’s Postcode Lottery, Big Lottery Fund and others.

The surplus for the year and planned transfers to and from designated funds means our general reserves have increased to £18.4 million. Designated funds increased by £3.9 million.

Our plans for future periods

Our financial performance in the first two years of our strategic plan has significantly exceeded expectations. However, there no intention to change our goals. Considering the effect of the pandemic and impeding economic recession which will likely have a negative effect on future projected income, we have revised our income projections for 2021/22 downwards. However, demand for our services will continue. This will accelerate some aspects, and our plans for the current financial year to provide for this.

Crisis’ reserves policy

Our reserves policy is designed to reflect the underlying risks facing us and ensure we have an appropriate level of reserves to safeguard our operations and services to homeless people.

We hold restricted funds to meet donors’ requirements. Several years ago, we also established designated reserves for planned future requirements, particularly the opening and initial operations of new centres, according to strategic plans.

The tangible fixed asset reserve represents the net book value of tangible fixed assets in use by the charity (excluding those items which are included within restricted reserves). The strong financial position in which we now find ourselves will enable us

to invest in three key areas. These were:

- accelerating strategy
- investing in infrastructure and culture
- securing and building the financial position

The Board decided in the last financial year to set aside funds in designated reserves for the latter two categories to ensure that, over the medium term, we can commit to these essential initiatives. Designated reserves (excluding the fixed asset reserve) of £11.5million were held at June 2020 as follows.

	£ millions
Crisis Skylights refurbishment	5.3
Technology and major systems	3.9
Supporter engagement	1.6
Digital income development	0.7
Total	11.5

(See Note 21a in the financial statements for a movement in the year)

The Trustees consider the minimum level of free reserves annually – i.e. excluding restricted and designated reserves, required to support our operations. Relevant factors include projected financial performance including cash flow requirements, the findings from our risk management processes and an assessment of risks to our income streams.

Following this review, the Trustees have determined that the minimum required level of free reserves is £20.5 million at 30 June 2020. The actual level of free reserves at this date was £18.5 million pounds. The Trustees have factored the effect the pandemic on income and increased some of the risk factors to some income portfolios hence the slighter higher minimum level of reserves required. While the actual reserves are lower than the minimum required, our expectation is that, over the period of the strategic plan, our reserves will be in line with the required level.

The requirement and underlying factors are considered annually, and the minimum reserves requirement is,

therefore, expected to change over time.

Investment management

Under Crisis’ investment policy, the organisation holds a balanced portfolio of investments. Funds equivalent to the lower of 10% of budgeted expenditure (excluding non-cash items, gifts in kind and expenditure for which restricted funding has already been secured) or 25% of actual free reserves may be held in common investment funds. This is subject to ensuring we have sufficient cash to operate throughout the subsequent two years.

Most of our funds continue to be held in cash or cash equivalents and the investment portfolio and its performance are scrutinised four times a year by the Finance Committee.

There was an unrealised appreciation on investment holdings of £33,000 during the year, in addition to investment distributions. Investments are held in the anticipation that the total return from the investment portfolio will prove satisfactory over a 10-year timescale.

Socially responsible investment

The Trustees have considered the implications of using ethical and socially responsible criteria alongside financial criteria in decisions relating to fixed asset investments. For example, they have considered whether we should explicitly exclude certain business activities from our investment portfolio.

The Trustees believe that the charity’s interests are best served by investing in well diversified portfolios, seeking the maximum expected financial returns within an acceptable level of risk. In addition, the Trustees are mindful of the non-financial considerations of selecting any fund and will select portfolios that do not hold investments that conflict with the mission of Crisis. The investment at the year end was held in an ethical charity investment fund.

This policy is reviewed regularly by the Trustees.

Risk management

No system of internal control can give absolute assurance against material misstatement or loss. However, we believe we have appropriate procedures and controls to adequately mitigate against risks to which we are exposed.

Systems include:

- a long-term strategic plan, annual business plan and annual budget, all of which are approved by the Trustees
- regular consideration by the SMT and Trustees of financial results, variance from budgets, non-financial performance indicators and benchmarking reviews
- in-depth review of financial performance and risk by the Finance, Audit and Risk Committee, including review of growth planning
- continuing development of a performance measurement framework to ensure we further improve our understanding of our work and its impact
- scaled authority levels and segregation of duties
- identification and management of risks.

Crisis' approach to risk management includes the identification of risks on both 'top down' and 'bottom up' bases. This involves considering internal and external factors affecting our strategic goals and specific risks attributable to detailed operations. Identified risks are rated according to the likelihood and impact of the risk occurring. We overlay on this a review of the risks to delivery of the business plan for the current and subsequent years.

Mitigating controls have been identified and, where further action is required, deadlines and responsibilities assigned. Those activities with higher risk ratings are prioritised.

In addition to review by the SMT team and the Finance, Audit and Risk Committee, the risk register is reviewed annually by the Board of Trustees, who also receive a mid-year update on key risks.

The most significant risks facing Crisis for the year ahead have been identified as:

- a second wave of coronavirus resulting in a more stringent lockdown – mitigations include using lessons learnt from the first wave and reviewing the service delivery model
- an economic downturn resulting in increased homelessness as well affecting our supporter's propensity to give especially at Christmas – mitigations include ensuring that our campaigns are digitally focussed with more variable costs and using our reserves to fund a short-term shortfall in income.
- inability to deliver the Crisis at Christmas project at a scale that supports large numbers of guests – work is already underway in redesigning Crisis Christmas for lockdown and/ or social distancing scenarios.

A key element of our control framework is comprehensive reporting of incidents, accidents and near-misses. This reporting includes any safeguarding or information governance breaches that occur. These are considered by the appropriate governance committees. They also consider the decisions of whether any such occurrences should be reported to a regulatory body. Crisis maintains a strong culture of reporting of incidents etc. across our work.

Each of these risks is overseen by the Board or a Board sub-committee.

Statement of responsibilities of the Trustees

The Trustees (who are also directors of Crisis UK for the purposes of company law) are responsible for preparing the Trustees' annual report including the strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company or group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act (2006). They are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of Crisis guarantee to contribute an amount not exceeding £1 each to the assets of the charity in the event of winding up. The Trustees are members of the charity, but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

Auditors

Sayer Vincent LLP were re-appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

The Trustees' annual report, which includes the strategic report, has been approved by the Trustees on [] and signed on their behalf by



Steve Holliday
Chair of Trustees

Independent auditor's report to the members of Crisis

Opinion

We have audited the financial statements of Crisis (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 30 June 2020 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 30 June 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act (2006), the Charities and Trustee Investment (Scotland) Act (2005) and regulations 6 and 8 of the Charities Accounts (Scotland) Regulation (2006) (as amended)

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's

responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you were:

- The Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least 12 months from the date when the financial statements are authorised for issue.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' annual report, including the strategic report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report,

we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act (2006)

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- the Trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act (2006) and Charities Accounts (Scotland) Regulations (2006) (as amended) requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities set out in the Trustees' annual report, the Trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act (2005) and under the Companies Act (2006) and report in accordance with regulations made under those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control

- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees
- conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's or the parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or the parent charitable company to cease to continue as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act (2005). Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Joanna Pittman (Senior statutory auditor)

Date

for and on behalf of Sayer Vincent LLP,
Statutory Auditor

Invicta House, 108-114 Golden Lane,
LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Consolidated statement of financial activities

(incorporating an income and expenditure account)

For the year ended 30 June 2020

	Note	Unrestricted £000	Restricted £000	2020 Total £000	Unrestricted £000	Restricted £000	2019 Total £000
Income from:							
Donations and legacies	2	49,870	2,640	52,510	36,317	3,390	39,707
Charitable activities	3	410	6,539	6,949	454	5,521	5,975
Other trading activities	4	3,378	380	3,758	7,068	332	7,400
Investments		166	-	166	114	-	114
Other		31	5	36	215	130	345
Total income		53,855	9,564	63,419	44,168	9,373	53,541
Expenditure on:							
Charitable activities							
Christmas		930	1,392	2,322	967	1,108	2,075
Campaigning and influencing		2,704	291	2,995	2,143	10,92	3,235
Education, health and well-being		13,097	6,593	19,690	10,315	6,354	16,669
Housing		4,635	1,180	5,815	1,243	717	1,960
Employment		1,116	82	1,198	995	158	1,153
Volunteering		263	-	263	176	-	176
Social enterprise		973	4	977	1,125	46	1,171
		23,718	9,542	33,260	16,964	9,475	26,439
Raising funds	5	18,134	40	18,174	15,166	70	15,236
Retail costs		2,566	-	2,566	1,892	-	1,892
Total expenditure		44,418	9,582	54,000	34,022	9,545	43,567
Net income / (expenditure) before net gains on investments		9,437	(18)	9,419	10,146	(172)	9,974
Net gains on investments	14	33	-	33	65	-	65
Net income / (expenditure) for the year and net movement in funds	7	9,470	(18)	9,452	10,211	(172)	10,039
Reconciliation of funds:							
Total funds brought forward		25,128	1,544	26,672	14,917	1,716	16,633
Total funds carried forward		34,594	1,530	36,124	25,128	1,544	26,672

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 21a to the financial statements.

Balance sheets

As at 30 June 2020
Company Reg No. 4024938

	Note	The group 2020 £000	2019 £000	The charity 2020 £000	2019 £000
Fixed assets:					
Intangible assets	12	520	700	520	700
Tangible assets	13	4,865	4,192	4,865	4,192
Investments	14	889	857	889	857
		6,274	5,749	6,274	5,749
Current assets:					
Stock		4	4	4	4
Debtors	17	3,801	2,191	3,815	2,212
Short term deposits		12,001	7,600	12,001	7,600
Cash at bank and in hand		18,321	13,802	18,294	13,752
		34,127	23,597	34,114	23,568
Liabilities:					
Creditors: amounts falling due within one year	18	(4,277)	(2,674)	(4,264)	(2,645)
Total net assets		36,124	26,672	36,124	26,672
Funds:					
Restricted income funds	21a	1,530	1,544	1,530	1,544
Unrestricted income funds:					
Designated funds		16,113	12,178	16,113	12,178
General funds		18,481	12,950	18,481	12,950
Total unrestricted funds		34,594	25,128	34,594	25,128
Total funds		36,124	26,672	36,124	26,672

Approved by the trustees on 24th September 2020 and signed on their behalf by

Steve Holliday
Chair of Trustees

Damien Régent
Trustee

Consolidated statement of cash flows

For the year ended 30 June 2020

	Note	2020		2019	
		£000	£000	£000	£000
Cash flows from operating activities	22				
Net cash provided by operating activities			10,096		11,015
Cash flows from investing activities:					
Dividends, interest and rents from investments		166		114	
Purchase of fixed assets		(1,343)		(856)	
Purchase of investments		(4,401)		(7,600)	
Net cash used in investing activities			(5,578)		(8,342)
Change in the year			4,518		2,673
Cash and cash equivalents at the beginning of the year			13,802		11,129
Cash and cash equivalents at the end of the year			18,320		13,802

Notes to the financial statements

For the year ended 30 June 2020

1. Accounting policies

a) Statutory information

Crisis is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address (and principal place of business) is 66 Commercial St., London, E1 6LT.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

These financial statements consolidate the results of the charitable company and its wholly-owned subsidiary Crisis at Christmas Limited on a line by line basis. Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two companies are disclosed in the notes of the charitable company’s balance sheet. A separate statement of financial activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company’s ability to continue as a going concern.

Key judgements that the charitable company has made which have a significant effect on the accounts include reviewing and carrying out a risk analysis of the factors affecting the charity’s ability to continue to fundraise income.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether ‘capital’ grants or ‘revenue’ grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware

that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor’s intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

Lottery income: Crisis received proceeds of lotteries held by People’s Postcode Lottery (PPL). Crisis has no ability to alter the price of tickets, determine the prizes or reduce the management fee. As such, PPL is treated as acting as the principal. Net proceeds due to Crisis UK are recognised under lottery income in the statement of financial activities. The analysis of the proceeds is detailed in note 4, where lotteries are run by Crisis, the proceeds from these are reported gross of any prize monies or other expenditure.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees’ annual report and note 9 for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund. Crisis acts as a custodian of these funds and consequently they are not available for general use.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes. These funds can be used at trustees’ discretion in furtherance of the charity’s objectives.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes. The aim and use for each designated fund is set out in the notes to the financial statements.

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivery services for our clients undertaken to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Grants payable

Grants payable are made to third parties in furtherance of the charity’s objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the charity.

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

k) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

	Basis of allocation
Management	Time spent and headcount
Finance & Information Governance	Headcount
IT	Headcount
Facilities	Floor space and headcount
HR, Learning & Development	Headcount
Organisational Development	Headcount
New Developments	Headcount

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity’s activities.

l) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

m) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £5,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Office equipment, plant and machinery and vehicles 4 years
- Improvements to freehold land and buildings 10 years
- Leasehold improvements In line with the lease term
- Freehold land and buildings 50 years

n) Intangible fixed assets

Intangible fixed assets are stated at cost, net of amortisation and any provision for impairment. Amortisation is calculated to write off the cost of intangible fixed assets by equal annual instalments over their expected useful lives which is expected to be 4 years. Previously, intangible assets (mostly software development costs) has been classed as tangible assets.

Amortisation is not charged on assets in the course of construction until they are complete and in use. Intangible fixed assets costing £5,000 or more and where it is probable they will create future economic benefit are capitalised.

o) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

Investments in subsidiaries

Investments in subsidiaries are at cost.

p) Stocks

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks. Donated items of stock, held for distribution or resale, are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

q) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

r) Cash and cash equivalents

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Balances with maturity greater than three months are included as short term deposits. Cash balances exclude any funds held on behalf of service users.

s) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

t) Financial instruments

With the exception of the listed investments described above, the charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

u) Pensions

Crisis operates a defined contribution group personal pension scheme for employees. The assets of the scheme are held separately from those of the charity. The annual contributions payable by the charity are charged to the Statement of Financial Activities.

2. Income from donations and legacies

	Unrestricted £000	Restricted £000	2020 Total £000	Unrestricted £000	Restricted £000	2019 Total £000
Individuals	43,580	2,473	46,053	31,573	3,235	34,808
Legacies	1,617	-	1,617	1,847	0	1,847
Trust	1,131	-	1,131	540	0	540
Corporates	1,748	-	1,748	1,469	0	1,469
Community Groups	1,405	123	1,528	888	85	973
Statutory	389	-	389	-	-	-
Donated services and facilities	-	44	44	-	70	70
	49,870	2,640	52,510	36,317	3,390	39,707

The charity has been notified of legacies with an estimated value of £760,000 (2019: £1,020,000) which have not been recognised as income at 30 June 2020 because no confirmation of impending distribution or notification of estate accounts being finalised has been received.

3. Income from charitable activities

	Unrestricted £000	Restricted £000	2020 Total £000	Unrestricted £000	Restricted £000	2019 Total £000
Christmas	-	1,314	1,314	-	1,104	1,104
Campaigning and influencing	8	143	151	-	961	961
Education, health and well-being	180	3,982	4,162	-	2,609	2,609
Housing	-	1,021	1,021	-	639	639
Employment	-	75	75	-	158	158
Volunteering	-	-	-	-	5	5
Social Enterprise	222	4	226	454	45	499
Total income from charitable activities	410	6,539	6,949	454	5,521	5,975

Income from charitable activities includes gifts in kind and donated services of £783,000 (2019: £845,000)

Grants received from Government and Government related bodies to support the charity's activities in the year were £2,436,000 (2019: £992,400).

4. Income from other trading activities

	Unrestricted	Restricted	2020 Total £000	Unrestricted	Restricted	2019 Total £000
	£000	£000		£000	£000	
Events	525	380	905	637	332	969
Rental	69	-	69	167	-	167
Retail	1,966	-	1,966	1,965	-	1,965
Lottery / Raffle	736	-	736	4,068	-	4,068
Commercial trading operations	82	-	82	231	0	231
	3,378	380	3,758	7,068	332	7,400

Where lotteries are run by Crisis and it acts as the principal, the proceeds are recorded as gross of prizes and other expenditure. In the case of Crisis UK lotteries managed by People’s Postcode Lottery (PPL), Crisis has no ability to alter the ticket price, prizes, nor management charges and therefore does not act as the principal for these draws. Proceeds have therefore been recognised in the Statement of Financial Activities as net of prizes and other expenditure. All net income raised from ticket proceeds is wholly spent in the pursuit of the aims of the charity.

	Unrestricted	Restricted	2020 Total £000	Unrestricted	Restricted	2019 Total £000
	£000	£000		£000	£000	
PPL ticket proceeds	2,009	-	2,009	11,962	-	11,962
PPL prize fund	(804)	-	(804)	(4,776)	-	(4,776)
PPL management fund	(563)	-	(563)	(3,349)	-	(3,349)
PPL prize indemnity insurance	-	-	-	(9)	-	(9)
PPL net income	642	-	642	3,828	-	3,828
Other Crisis lotteries	93	-	93	240	-	240
	735	-	735	4,068	-	4,068

5. Analysis of expenditure

	Grants payable (Note 6)	Staff costs (Note 8)	Other direct costs	Gifts in kind and donated services	Allocation of support and governance costs	2020 Total £000	2019 Total £000
	£000	£000	£000	£000	£000	£000	£000
Christmas	-	749	820	583	170	2,322	2,075
Campaigning and influencing	-	1,202	1,391	-	402	2,995	3,235
Education, health and well-being	943	10,824	3,857	160	3,906	19,690	16,669
Housing	2,680	1,987	582	-	566	5,815	1,960
Employment	91	742	161	-	204	1,198	1,153
Volunteering	-	142	87	-	34	263	176
Social enterprise	-	381	426	-	170	977	1,171
Cost of raising funds	-	2,877	14,499	40	758	18,174	15,236
Retail costs	-	1,114	1,231	-	221	2,576	1,892
	3,714	20,018	23,054	783	6,431	54,000	-
Support costs	-	4,907	1,524	-	(6,431)	-	-
Total expenditure 2020	3,714	24,925	24,578	783	-	54,000	43,567
Total expenditure 2019	474	21,142	21,077	914	-	-	43,567

Of the total expenditure, £44,421,000 was unrestricted (2019: £34,032,000) and £9,579,000 was restricted (2019: £9,356,000).

	2020 £000	2019 £000
Management	339	406
Finance & information governance	813	532
Data & Technology	2,293	1780
Facilities	488	231
People services and Learning & development	1,531	1090
New developments	525	262
Innovation, Enterprise & Innovation	257	0
Organisational development	186	128
	6,432	4,429

6. Grant making

	Grants to institutions £000	Grants to individuals £000	2020 £000	2019 £000
Crisis Changing Lives	-	91	91	82
Tackling Multiple Disadvantage Programme	64	-	64	149
Tackling homelessness for women survivors of modern day slavery	394	-	394	55
European union settlement scheme	485	-	485	123
In this together	1,847	-	1,847	-
Innovation grant programme	736	-	736	-
Other	97	-	97	25
	3,623	91	3,714	434

Crisis Changing Lives is a grants programme providing financial awards to people who are or have been homeless so that they may achieve their vocational goals, fulfil their potential and become independent. Grant applications can be made by individuals who are supported by a coach working at a Crisis Skylight centre to access training, buy tools for work or set up a business where a robust business plan is presented. Grants were made to 64 members with an average grant of £1,420.

Tackling Multiple Disadvantage is a project partnership targeting some of the most socially and economically excluded people in east, north and west London giving them skills, confidence and motivation to engage with the labour market and make an active contribution to the economy and society as a whole. The average grant was £32,240. This programme is part of Big Lottery’s Building Better Opportunities programme, funded by the European Social fund. The programme was completed in March 2020.

Tackling homelessness for women survivors of modern day slavery is a project funded by the Department for Digital, Culture, Media and Sport through the Tampon tax fund. The project aims include enabling homelessness charities to identify, protect and support female victims of modern day slavery as well as developing the national understanding of homelessness and modern day slavery affecting women through development of a national database. This will ensure women affected by homelessness and modern day slavery are supported and protected to break out of the cycle of exploitation and destitution. Crisis, alongside its partners on the project, will develop a new model of supported housing for women who have experience of homelessness and modern slavery. Grants were made to two organisations with an average grant of £196,810.

Crisis is leading a pan-London partnership project funded by the Home Office to deliver a coordinated approach supporting vulnerable and at-risk EU citizens to make EU Settlement Scheme applications. The partnership is formed of expert organisations working with EU citizens across the homelessness and migration sectors in 12 London boroughs. Grants were paid to 8 organisations with an average grant of £60,631. The project works with people who are currently homeless, at risk of being homeless or who have been homeless in the last two years – including victims of domestic abuse, modern slavery and/or trafficking through some of the partners’ specialist projects. The partnership offers multiple access points – at day centre services, referrals from commissioned rough sleeping services across London, and referrals from other agencies working in the homelessness and migration sectors. Crisis received £518,000 from the Home office and this was fully expended in the financial year.

As a direct response to the Coronavirus pandemic, Crisis launched the “In this together” grant programme to support local homelessness organisations across the United Kingdom to respond to the emergency. The aim of the grant programme was to support local homelessness organisations who were at the most acute end of the response to coronavirus, so that they could carry on helping people who are homeless and particularly at risk from the virus. Larger Awards were also given for longer projects which built on the immediate work and sustained some of the changes that were needed to be able to provide services within the ongoing context of the pandemic. Grant awards were made to 216 organisation with an average grant award of £8,552.

Innovation programme=

Crisis believes some of the practical solutions to achieve ending homelessness lie within local organisations hence we are supporting new initiatives especially for the hard to reach and vulnerable groups around the themes of homelessness prevention, rapid rehousing, welfare and employability as well as migrant homelessness. Grant awards were made to six organisations with an average grant award of £122,717.

7. Net income for the year

This is stated after charging / (crediting):	2020 £000	2019 £000
Depreciation	838	702
Loss or profit on disposal of fixed assets	(12)	(54)
Operating lease rentals:		
Property (note 24)	2,119	2,021
Auditors’ remuneration (excluding VAT):		
Audit	19	18
Other services	3	3

8. Analysis of staff costs, trustee remuneration and expenses and the cost of key management personnel

Staff costs were as follows:

	2020 £000	2019 £000
Salaries and wages	20,865	17,674
Redundancy and termination costs	44	80
Social security costs	2,126	1,744
Pension costs	1,890	1,644
	24,925	21,142

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

	2020 No.	2019 No.
£60,000 - £69,999	7	5
£70,000 - £79,999	2	1
£80,000 - £89,999	2	4
£90,000 - £99,999	2	1
£110,000 - £119,999	-	-
£120,000 - £129,999	1	1

The total employee benefits including pension contributions of the key management personnel were £673,000 (2019: £728,000). The key management personnel is the senior management team listed on page 63.

The charity trustees were not paid nor received any other benefits from employment with the charity in the year (2019: £nil). No charity trustee received payment for professional or other services supplied to the charity (2019: £nil).

Trustees’ expenses represents the payment of travel and subsistence costs totalling £299 (2019: £2,077) relating to attendance at meetings of the trustees. The numbers of trustees incurring expenses during the year was 1 (2019:2).

9. Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2020 No.	2019 No.
Charitable activities	466	446
Fundraising and trading	103	81
Support services	75	69
	644	596

Volunteer Contribution:

Crisis is extremely fortunate to receive the generous support of our volunteers.

	2020 No.	2019 No.
Average number of volunteers	13,856	14,000

10. Related party transactions

Terrie Alafat, a trustee of Crisis, was the Chief Executive for the Chartered Institute of Housing (CIH) till December 2019. Crisis co-sponsored the CIH Housing annual review for £8,400 (2019: £8,400). Crisis has been sponsoring the annual housing review for several years prior to Terrie joining CIH. Crisis paid £3,642 (2019: £194) for membership and training.

Terrie is also a trustee of Hestia Housing and Support who are a partner of the Tackling homelessness for women survivors of modern day slavery project funded by the Department of Culture, Media and Sport. Hestia grant award is £614,000 over a 3 year funding period and in 2019/20, £420,887 (2019: £34,249) was due to Hestia.

Jon Sparkes, Chief Executive of Crisis is a trustee of South Yorkshire Housing Association (SYHA). Crisis received a fee of £nil (2019: £2,677) payable to non-executive directors. Crisis is also a grant recipient from SYHA of £nil (2019: £38,082) on the Building Better Opportunities programme funded by the European Social fund.

Jon is also a trustee of the Centre for Homelessness impact which in the year (CHI), which was a project within Crisis till June 2019. CHI became a separate legal entity and independent from Crisis on 1st July 2019. The CHI project restricted fund balances of £188,423 were transferred to the new entity during the year.

Tamsin Stirling, a trustee of Crisis, is a trustee of Bevan Foundation to whom Crisis paid an annual subscription of £318 (2019: £312)

Rob Perrins, a trustee of Crisis, is a Chairman/trustee of The Berkeley Foundation. Crisis received grants of £383,948 (2019: £150,000) from The Berkeley Foundation. Rob is a governor at Wellington College from which Crisis received a donation of £3,844 (2019: £6,904).

Geetha Rabindrakumar, a trustee of Crisis, is an employee of Cardboard citizens who received a grant of £5,000 (2019: nil) under the In this together grant programme. Cardboard Citizens provide theatre workshop services to Crisis and Crisis paid £4,440 (2019: £6,660) for this.

Rob Weston is a Crisis trustee whose wife was employed by the charity in the year. Rob Weston was not involved in the recruitment process.

Rebecca Pritchard, Director of Services at Crisis is a trustee of Hestia Housing and Support who are a partner of the Tackling homelessness for women survivors of modern day slavery project funded by the Department of Culture, Media and Sport. Hestia grant award is £614,000 over a 3 year funding period and in 2019/20, £420,887 (2019: £34,249) was due to Hestia.

11. Taxation

The company is registered as a charity and is entitled to the exemptions under the Corporation Tax Act 2011.

Corporation tax charge at 19% (2019: 20%) for Crisis at Christmas Limited is £nil (2019: £nil).

12. Intangible fixed assets

The group and charity	Intangible £000
Cost	
At the start of the year	-
Reclassification	1,100
Additions in year	58
Disposals in year	-
	1,158
At the end of the year	
Depreciation	
At the start of the year	-
Reclassification	400
Charge for the year	238
Eliminated on disposal	-
	638
At the end of the year	
Net book value	
At the end of the year	520
At the start of the year	-

13. Tangible fixed assets

The group and charity	Freehold property	Leasehold improvements	Office equipment	Total
	£000	£000	£000	£000
Cost				
At the start of the year	2,306	5,361	1,592	9,259
Reclassification	-	-	(1,100)	(1,100)
Additions in year	79	1,037	169	1,285
Disposals in year	-	(10)	(32)	(42)
At the end of the year	2,385	6,389	628	9,402
Depreciation				
At the start of the year	1,250	2,338	780	4,368
Reclassification			(400)	(400)
Charge for the year	51	480	68	600
Eliminated on disposal			(30)	(30)
At the end of the year	1,301	2,818	418	4,537
Net book value				
At the end of the year	1,085	3,570	210	4,865
At the start of the year	1,056	3,023	812	4,891

All of the above assets are used for charitable purposes.

The value of the land on the freehold property cannot be determined hence the whole cost of the freehold property is depreciated over fifty years.

The freehold land and building in Newcastle was purchased using a grant from the Department for Communities and Local Government (via the Council of the City of Newcastle Upon Tyne). A 15 years legal charge was placed on the building in August 2006. At 30 June 2020, the legal charge on the building was £520,000 (2019: 780,000).

14. Listed investments

The group and charity	2020 £000	2019 £000
Fair value at the start of the year	856	792
Net gain / (loss) on change in fair value	33	65
Fair value at the end of the year	889	857
Investments comprise:	2020 £000	2019 £000
UK Common investment funds	889	857
	889	857

At the year end, the value of fixed asset investments held in a common investment fund amounted to £889,000 (2019: £857,000). The fund at 30th June 2020 was invested in UK and foreign equities (73%), infrastructure and property (13%) , cash and fixed interest (10%). The historical cost of this investment was £569,000. All shares held were received as donations and, accordingly, the historical cost of these investments in shares is £nil (2019: £nil).

15. Subsidiary undertaking

The charitable company had a wholly owned subsidiary, Crisis at Christmas Limited, a company limited by guarantee and incorporated in England. The subsidiary is used for non-primary purpose trading activities. All activities have been consolidated on a line by line basis in the statement of financial activities. Crisis at Christmas Limited does not have a tax liability and available profits are gift aided to the charitable company. A summary of the results of the subsidiary is shown below:

	2020 £000	2019 £000
Turnover	82	231
Cost of sales	-	-
Gross profit	82	231
Administrative expenses	(3)	(3)
Management charge due to parent undertaking	(21)	(13)
Profit / (loss) for the financial year	58	215
The aggregate of the assets, liabilities and funds was:		
Assets	26	89
Liabilities	(26)	(89)
Funds	-	-

16. Parent charity

The parent charity’s gross income and the results for the year are disclosed as follows:

	2020	2019
	£000	£000
Gross income	63,452	53,606
Result for the year	9,452	10,042

17. Debtors

	Group		Charity	
	2020	2019	2020	2019
	£000	£000	£000	£000
Income tax (gift aid) recoverable	282	202	282	202
Sundry debtors	481	497	483	458
Prepayments and accrued income	3,038	1,492	3,038	1,492
Amounts due from subsidiary undertakings	-	-	12	60
	3,801	2,191	3,815	2,212

18. Creditors: amounts falling due within one year

	Group		Charity	
	2020	2019	2020	2019
	£000	£000	£000	£000
Trade creditors	1,124	942	1,111	931
Taxation and social security	584	496	584	479
Other creditors	882	513	882	513
Accruals	692	723	692	722
Accruals for Grants Payable	995	-	995	-
	4,277	2,674	4,264	2,645

19. Pension scheme

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £1,890,000 (2019: £1,644,000).

20. Analysis of group net assets between funds

	General unrestricted £000	Designated funds £000	Restricted funds £000	Total funds £000
Tangible fixed assets	-	4,073	792	4,865
Intangible fixed assets	-	520	-	520
Fixed asset Investment	889	-	-	889
Current assets	21,869	11,520	738	34,127
Current and long term liabilities	(3,868)	-	-	(3,868)
Long term liabilities	(409)	-	-	(409)
Net assets at the end of the year	18,481	16,113	1,530	36,124

21a. Movements in funds

	At the start of the year	Incoming resources & gains	Outgoing resources & losses	Transfers	At the end of the year
	£000	£000	£000	£000	£000
Restricted funds:					
Cost of generating funds	-	40	(40)	-	-
Crisis at Christmas	-	1,392	(1,392)	-	-
Education, health and well-being					
Skylight Newcastle (capital)	814	-	(22)	-	792
Skylight London (revenue)	-	2,133	(2,133)	-	-
Big Lottery Fund – ESF Building Better Opportunities	43	398	(365)	-	76
Learning Zone	161	401	(401)	-	161
The National Lottery Community Fund – Merseyside Skylight	-	77	(77)	-	-
The National Lottery Community Fund – Edinburgh Skylight	-	120	(49)	-	71
The National Lottery Community Fund – South Wales Skylight	-	29	(29)	-	-
Client Services	-	23	(23)	-	-
Skylight Newcastle	-	187	(148)	-	39
Skylight Birmingham	-	210	(157)	-	53
Skylight Oxford	-	323	(323)	-	-
Skylight Edinburgh	-	442	(442)	-	-
Skylight Merseyside	-	15	(15)	-	-
Skylight South Yorkshire	41	152	(152)	-	41
Skylight Coventry & Warwickshire	42	103	(103)	-	42
Skylight Croydon	-	197	(197)	-	-
Skylight Brent	9	718	(719)	-	8
Skylight South Wales	-	38	(38)	-	-
Tackling homelessness for women survivors of modern day slavery	-	598	(585)	-	13
European Union Settlement Scheme	-	518	(518)	-	-
Tackling inactivity and economic disadvantage programme (Sport England)	13	1	(4)	-	10
Roots out of homelessness (Islamic Relief)	53	40	(76)	-	17
Arts Council National Lottery Project	-	14	(14)	-	-
Campaigning and Influencing					
Research	-	33	(33)	-	-
Policy and Campaign	-	10	(10)	-	-
Centre for Homelessness Impact	211	-	(211)	-	-
Comms (Comic Relief)	-	100	(37)	-	63

Housing					
Housing (Homelessness Reduction Act)	125	211	(192)	-	144
Other housing	32	956	(988)	-	-
Employment					
Skylight Café (revenue)	-	4	(4)	-	-
Employment opportunities	-	75	(75)	-	-
HR	-	6	(6)	-	-
Total restricted funds	1,544	9,564	(9,578)	-	1,530
Unrestricted funds:					
Designated funds:					
Skylights refurbishment	3,000	-	-	2,300	5,300
Digital income development	700	-	-	-	700
Supporter engagement	2,100	-	-	(525)	1,575
Technology and major systems	2,300	-	-	1,645	3,945
Fixed asset reserve	4,078	-	-	515	4,593
Total designated funds	12,178	-	-	3,935	16,113
General funds	12,950	53,888	(44,422)	(3,935)	18,481
Total unrestricted funds	25,128	53,888	(44,422)	-	34,594
Total funds	26,672	63,452	(54,000)	-	36,124

21b. Movements in funds (prior year)

	At the start of the year	Incoming resources & gains	Outgoing resources & losses	Transfers	At the end of the year
	£000	£000	£000	£000	£000
Restricted funds:					
Cost of generating funds	-	70	(70)	-	-
Crisis at Christmas	-	1,108	(1,108)	-	-
Education, health and well-being	-	-	-	-	-
Crisis Skylight Newcastle (capital)	836	-	(22)	-	814
London Crisis Skylight (revenue)	2	3,082	(3,084)	-	-
The National Lottery Community Fund - ESF Building Better Opportunities	27	484	(468)	-	43
Learning Zone	161	403	(403)	-	161
The National Lottery Community Fund - London Skylight	12	-	(12)	-	-
The National Lottery Community Fund - Oxford Skylight	-	-	-	-	-
The National Lottery Community Fund - Birmingham Skylight	37	112	(149)	-	-
The National Lottery Community Fund - Merseyside Skylight	-	109	(109)	-	-
The National Lottery Community Fund - Edinburgh Skylight	-	-	-	-	-
The National Lottery Community Fund - Coventry & Warwickshire	-	-	-	-	-
Skylight Newcastle	25	184	(209)	-	-
Skylight Birmingham	-	113	(113)	-	-
Skylight Oxford	-	242	(242)	-	-
Skylight Edinburgh	-	326	(326)	-	-
Skylight Merseyside	-	6	(6)	-	-
Skylight South Yorkshire	41	176	(176)	-	41
Skylight Coventry & Warwickshire	42	106	(106)	-	42
Skylight Croydon	-	392	(392)	-	-
Skylight Brent	56	216	(263)	-	9
Skylight South Wales	-	36	(36)	-	-
Tackling homelessness for women survivors of modern day slavery	-	64	(64)	-	-
European union settlement scheme	-	150	(150)	-	-
Tackling inactivity and economic disadvantage programme (Sport England)	-	18	(5)	-	13
Roots out of homelessness (Islamic relief)	-	72	(19)	-	53

Campaigning and Influencing

Research	-	33	(33)	-	-
Policy	235	-	(235)	-	-
Centre for homelessness impact	108	927	(824)	-	211

Housing

PRS Access Scheme	-	-	-	-	-
PRS (Scotland)	-	-	-	-	-
Housing First	134	223	(232)	-	125
Other Housing	-	517	(485)	-	32

Skylight Café

Skylight Café (capital)	-	1	(1)	-	-
Skylight Café (revenue)	-	45	(45)	-	-
Employment opportunities	-	158	(158)	-	-
Changing Lives	-	-	-	-	-

Total restricted funds	1,716	9,373	(9,545)	-	1,544
-------------------------------	--------------	--------------	----------------	----------	--------------

Unrestricted funds:

Designated funds:					
New developments	1,300	-	-	(1,300)	-
Skylights refurbishment	-	-	-	3,000	3,000
Digital income development	-	-	-	700	700
Supporter engagement	-	-	-	2,100	2,100
Technology and major systems	-	-	-	2,300	2,300
Other	-	-	-	-	-
Tangible fixed asset reserve	3,956	-	-	122	4,078

Total designated funds	5,256	-	-	6,922	12,178
-------------------------------	--------------	----------	----------	--------------	---------------

General funds	9,661	44,233	(34,022)	(6,922)	12,950
---------------	-------	--------	----------	---------	---------------

Total unrestricted funds	14,917	44,233	(34,022)	-	25,128
--------------------------	--------	--------	----------	---	---------------

Total funds	16,633	53,606	(43,567)	-	26,672
--------------------	---------------	---------------	-----------------	----------	---------------

Purposes of restricted funds

Crisis Skylight Newcastle (capital): In previous years the Department for Communities and Local Government (via Newcastle City Council) agreed to fund the capital costs of the development of a Skylight Centre in Newcastle to provide further activities and facilities for homeless people. Costs are now being depreciated in accordance with the depreciation policy. A legal charge was placed on the building (Note 14) hence the continuing restriction.

The National Lottery Community Fund – ESF Building Better Opportunities: The Tackling Multiple Disadvantage project is funded by European Social Fund to support homeless people with complex or multiple needs into training or employment in London. Homeless people with needs relating to mental health, substance misuse or a history of offending can now access free, personalised support to improve their skills, resilience and job prospects. The TMD partnership of Crisis, Thames Reach, St Mungo’s and Mind in the City, Hackney & Waltham Forest will engage and support 600 people by the end of 2019.

Learning Zone: The Learning Zone within Skylight London provides educational opportunities for Crisis members and funds were received restricted for this purpose and the funds have been spent according to funder requirement.

The National Lottery Community Fund Skylight funds: The Big Lottery funds costs within various Crisis Skylights. The balances at the year-end represent unspent funds to be expended in the following year.

Other Skylight funds: These funds are specific funds received towards areas of our work within our Skylights; the balance carried forward represents unspent funds at the year-end to be expended in the following year.

Other Housing: The Oak Foundation agreed to fund our work on the Housing Reduction Act. The project commenced in February 2018 and the balance represents unspent funds at the year end.

Roots out of homelessness: The Islamic relief funds the project with an aim of improving the financial security and welfare of homeless and vulnerable housed people in East London. The balance at the year represents unspent funds to be expended in the following.

Tackling inactivity and economic disadvantage programme: Sports England fund this programme aiming to support inactive people from lower socio economic groups to fit activity into their lives.

Purposes of designated funds

Skylights refurbishment: This reserve has been designated by the trustees to be used for the refurbishment of Skylights as some of our Skylights move into new premises or undergo significant reconfiguration work to enable us to provide a better service for our members.

Digital income development fund: To ensure that we meet the expectations of our supporters (which are evolving constantly, driven by changes in technology), the trustees have designated funds to establish a team to transform the digital culture, capability and technology to meet these changing needs. We will therefore continue to offer supporter excellence while maximising the opportunities offered by the digital and technological revolution.

Technology and major systems fund: This reserve has been designated by the trustees, recognising the need to invest in core systems to ensure that we continue to deliver excellent services to our members and supporters. This fund will enable us to improve the effectiveness and efficiency of our operations, reflecting the significant growth in the charity over recent years, as well as increasing volume and complexity of demands on our services. We will initially develop a data and digital strategy, following which we anticipate developing systems, including supporter management and administration, HR and finance.

Supporter engagement: This reserve has been designated by the trustees to develop our engagement with supporters across all categories (including donors, campaigners and volunteers), recognising that people support Crisis in a variety of ways and ensuring that we provide the best supporter care possible.

Tangible fixed asset reserve: This reserve represents the net book value of tangible fixed assets (excluding those items which are included within restricted reserve) in continuing use by the charity which are not by the nature of tangible fixed assets, readily available for use for other purposes.

22. Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2020	2019
	£000	£000
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	9,452	10,039
Depreciation charges	838	702
(Gains) / losses on investments	(33)	(65)
Dividends, interest and rent from investments	(166)	(114)
(Profit) / loss on the disposal of fixed assets	12	54
(Increase) / decrease in inventory	-	-
(Increase) / decrease in debtors	(1,610)	(91)
Increase / (decrease) in creditors	1,603	490
Net cash provided by / (used in) operating activities	10,096	11,015

23. Analysis of cash and cash equivalents

	At 1 July 2019	Cash flows	At 30
	£000	£000	June 2020
			£000
Cash at bank and in hand	13,802	4,519	18,321
Short term deposit	7,600	4,401	12,001
Total cash and cash equivalents	21,402	8,920	30,322

24. Operating lease commitments

The group’s total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property	
	2020	2019
	£000	£000
Less than one year	2,119	2,021
One to five years	4,959	5,286
Over five years	3,306	3,398
	10,384	10,705

25. Capital commitments

At the balance sheet date, the group had committed to £2,000,000 (2019: £200,000) towards the refurbishment of new skylight premises in South Wales and Brent.

26. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Crisis Head Office

66 Commercial Street
London E1 6LT

Tel: 0300 636 1967

Fax: 0300 636 2012

enquiries@crisis.org.uk

www.crisis.org.uk

Copyright Crisis 2020

Crisis UK (trading as Crisis).

Registered Charity Numbers:

E&W1082947, SC040094.

Company Number: 4024938. CRI144



Together

we will end

homelessness