Making an impact
Annual Review 2011-2012

St Mungo's
Opening doors for homeless people
In this report we reflect on our impact, which we always hope will be both extensive and significant. Impact is not just about what one achieves, it is also about how one achieves it. We all know the importance of the personal touch, and how it can re-kindle hope and self-belief. So our impact must be humanised, as we know that this is what sparks lasting change. The pages which follow describe this.

But impact does not occur in a vacuum, it takes place in a context, and this year’s has been challenging. As might be expected, we have had some highs and lows. One council’s decision to decommission our biggest hostel has also freed us up to re-focus it on more flexible uses, especially now that there is so much increasing demand for straightforwardly affordable housing. Alongside that, we have successfully obtained much of the funding to completely refurbish one hostel which dates from the era of the Poor Law, and we are also working with partners in Hertfordshire to transform an emergency housing project. We have continued our focus on health, by contributing to some national guidance on mental health, and by starting a street-based medical service through Homeless Healthcare, a joint CIC with specialist GPs. We have also developed further in the south of England.

Of course we are worried that poverty, long-term unemployment and mental ill-health will all increase. That is why we are so grateful for the generosity and assistance of supporters, and in particular the great contribution from our volunteers — including three government Ministers, who generously gave their time in a ’Big Society’ initiative – John Hayes (BIS), Lord David Freud (DWP) and Paul Burstow (DH). This involvement matters, not just because it magnifies our impact, but also because ultimately the value of services comes down to the people involved. Our impact is dependent on our staff and volunteers, whose dedication I am pleased to salute yet again.

Charles Fraser CBE FRSA
Chief Executive, St Mungo’s

Message from the Chief Executive

Awards 2011

The Lodge
Accommodation for older, longer term rough sleepers
- Housing Excellence Partnering Scheme of the Year
- Outstanding Achievement in Housing in England award and the Meeting the Needs of Older People award, UK Housing Awards 2011
- Shortlisted: London Councils’ Andy Ludlow Homelessness Awards.

Putting Down Roots
Our gardening volunteer programme
- Winner, Capital Growth category, London in Bloom award
- Finalists in the Grassroots category, Observer Ethical Awards.

Shortlisted: London Councils’ Andy Ludlow Homelessness Awards.

81% of our clients said they were satisfied or very satisfied with the service St Mungo’s has offered them.

Key impacts

We provided housing support to more than 4,500 people.

On any one night we provide accommodation for over 1,700 people who are homeless, or at risk of homelessness.

Our Street Outreach teams in London helped 430 people off the streets and into accommodation.

We helped 1,176 people successfully move on from our accommodation.

We helped nearly 2,000 people with their mental health and substance use problems.

Our Skills and Employment team supported 441 people into learning with 138 people gaining a qualification. The team also helped 94 people into work and 204 people into volunteering.

We helped 263 clients to improve their literacy over the last 12 months.

Our Offender Management Services saved over 1,000 tenancies.

31 MPs, including both the Housing Minister and the Shadow Housing Minister, pledged their support for our Action Week 2011 campaign on inclusion for homeless people and the Big Society.
Arlington Close flats in **Lewisham** opened this year. The 24 flats are home to people in work or on employment programmes. The flats were funded with a £2.1m grant from the Homes and Communities Agency and investment from St Mungo’s. One new resident said: “It has given me a second chance in life, I finally feel like I have a future and people and staff believe that I can and will change my life.”

**In Reading** our street outreach team worked with 354 people over the year, helping rough sleepers and homeless people into housing or to other support agencies and reconnecting people to their local areas, where needed.

Bristol – **Our Compass Centre** team worked with 1,136 people last year, helping individuals into hostel accommodation and into privately rented housing. They also helped 53 people move to another city or country where they had local connections. In **Reading** our street outreach team worked with 354 people over the year, helping rough sleepers and homeless people into housing or to other support agencies and reconnecting people to their local areas, where needed.

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**Buckinghamshire** – We run the West Oxfordshire Single Homeless Pathway, a semi-independent housing scheme, split across six accommodation projects, for younger people aged 16 to 25. We offer accommodation and recovery support across two projects in Oxford to men and women with a history of substance use.

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In 2011-12 we provided housing, health, support or skills projects in 18 London boroughs as well as across the South of England. We continue to work in new areas.

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We provided housing support to more than 4,500 people. On any one night we provide accommodation for over 1,700 people who are homeless, or at risk of homelessness. We manage more than 120 accommodation projects including hostels, high support projects and housing for people living semi-independently.

Cedars Road was decommissioned as a hostel, with the 120 residents helped to find other accommodation. We have now refurbished the buildings to provide affordable, and some specialist, housing alongside a new Wellbeing Centre and expanded allotments for our Putting Down Roots gardening scheme.

The award-winning Lodge has helped more than 30 clients with a history of long term rough sleeping to find stable and supportive accommodation.

We hope fundraising income will enable us to provide an average of £210 worth of resettlement services to each St Mungo’s resident in 2012-13.

Our Street Outreach teams in London helped 430 people off the streets and into accommodation. We provided a base for the first assessment hub for new arrivals on London’s streets as part of the No Second Night Out initiative.

Our Outreach teams in Bristol and Reading won funding from the Homelessness Transition Fund to develop a No Second Night Out approach to tackling rough sleeping.

During the freezing weather we managed an emergency shelter funded by the Mayor’s office in central London offering people emergency beds. We also offered emergency beds in our hostels as temperatures dropped.

Tracey said:

“This is my first time sleeping on the streets. It’s a real shock to the system. It’s a lot better than being out there on the streets. I got a shower, washed my clothes. In this weather it’s good to be inside.”

“I’m now 41, married, settled down in my own home, in contact with my kids again and working in the nursing home care sector, as I was before. I would just like to say a big thank you to all the St Mungo’s staff at St Pancras Way. There is hope for everyone who wants it, but without help from your wonderful staff I don’t think I would have made it. Thank you so much.”

Chris
St Mungo’s Mulberry House and Mews provides supported accommodation for people with mental health problems and experience of social exclusion. The project, in a detached Victorian house near Bath, provides high support accommodation for eight people and five semi-independent mews flats. St Mungo’s has managed to halve the cost of support while achieving excellent results for the clients:

- 83% of the clients who moved on this year made positive planned moves
- All clients said they wanted to improve their mental health, and more than three quarters said they were achieving better mental health
- Three quarters of those living in the house regularly participated in lifeskills activities such as cooking and household chores to help prepare for their move on to independent living.

The service was rated as excellent in its 2012 QAF assessment by the local authority.

We hope fundraising income will enable us to provide an average of £550 worth of health services to each St Mungo’s resident in 2012-13.

Making an impact on our clients’ health

We helped nearly 2,000 people with their mental health and substance use problems.

143 clients with complex needs were referred into our unique LifeWorks psychotherapy service and achieved a 72% attendance rate over the year.

We helped 75% of our clients with mental health conditions to receive specialist treatment services.

66% of our clients with substance use issues are taking up specialist support.

Our Palliative Care service has supported 33 clients and provided end of life care training to 150 St Mungo’s staff.

We are a sector leader in Psychologically Informed Environments (PIEs) and our Director of Health and Recovery was a co-author of Government guidelines.

Our Homeless Healthcare Community Interest Company won a Homelessness Transition Fund bid to set up Street Med, a ground-breaking nurse-led health service working directly with rough sleepers.

“We the people at Cedars saved my life. When I relapsed from drug treatment I went back and they didn’t judge me. If I felt like using again, I’d talk to the workers and they would try and talk me round. If St Mungo’s outreach and Cedars hadn’t come along, I would have still been on the streets.”

Clare, former Cedars Road resident
In February St Mungo’s clients in Bristol became the first cohort to complete a new Bridge the Gap training programme, which helps people prepare for work.

This is a joint venture with the charity Business in the Community and is funded by Bristol City Council.

Of the 22 participants on this six week intensive tailored employability scheme, four people so far have found paid work, six are now volunteering as a step towards employment, and seven have progressed into education.

Paul said:

“In the past I have struggled to get work because of my learning difficulty and housing issues. But during Bridge the Gap I was helped to apply for a two week work experience placement as a cleaner where I got offered a paid job at the end of it. I enjoy working there and I know my manager is pleased with my work. Doing Bridge the Gap helped me to build my confidence and belief that I could get back into paid employment but I didn’t expect to get into paid work so soon.”

36% of our clients don’t have the necessary literacy skills to read a letter and/or complete a form without support.

Our Literacy team has piloted a programme with Westminster City Council called ‘Yes We Can Read’, a phonics-based programme to develop reading skills. Clients who can read fluently can teach a non or poor reader to read. One to one support is the key.

We helped 263 clients to improve their literacy over the last 12 months.

Learning Clubs have developed over the last year to provide a supportive environment where clients come together to learn, focusing on literacy, numeracy and digital inclusion.
“Being with Outside In is complementing the Health and Social Care Diploma that I am studying. I feel like I have gone from a lost cause to a valued member of a team and of the community. I believe the support and opportunities I have been given through Outside In has been paramount in my recovery and I would recommend that other clients get involved to have a voice, help themselves and help others!”

Yaz Owarish

“Through Outside In, this year I have been involved in consultation, peer support, basic skills and co-facilitated numerous workshops and training sessions. I have recently completed accredited Peer Facilitation training so I have gone from being with Outside In to supporting my peers, influencing St Mungo’s policy and procedure and delivering training to clients and staff. It is important that clients are interviewing and assessing new staff, this is a role that I particularly enjoy.”

Shane Harris
Our staff and volunteers

We fully recognise that we couldn’t make the impact we do without the dedication and talent of our staff and volunteers.

We employed 833 staff, as of July 2012. Of these, 5.8% had direct experience of homelessness, exceeding our target of 5%.

A total of 249 volunteers contributed 50,830 hours of their time – averaging 204 hours per volunteer.

Recognising our staff, volunteers and clients for who they are is integral to the process of recovery and to providing the exceptional quality of service we aim to deliver.

We have working groups covering five strands of equality: a Black and Minority Ethnic group, an Irish Focus group, an LGBT Focus group, a Disability Awareness group and a Women’s group.

Charity Stonewall recognised St Mungo’s for its commitment to equality in the workplace by ranking it 39th in its national showcase of organisations which have a strong commitment to equality and diversity among lesbian, gay, bisexual and transgender people.

Prime Minister David Cameron sent a message of support for our 2011 Action Week:

“I am delighted to be supporting St Mungo’s Action Week. The journey into work is a big challenge for homeless people, and it is great that St Mungo’s is using their Action Week to highlight the huge amount of support that they need.”

“My life has changed so much. St Mungo’s is a stand out organisation. I really believe in the way St Mungo’s works and I would like to stay working for them for as long as possible. Before, for me, it used to be about having my own home, but I’ve realised it’s not just about that, it’s about equipping yourself with skills too.”

Serena, former apprentice, now a project worker

Board members as at 31 March 2012
Paul Doe (Chair)
Gillian Charlesworth (Vice Chair)
Bernard Tominey (Hon Treasurer)
Julian Coningham
Simon Elliott
Edwin Hilliard
John Perry
Jane Williams
Dharshini Wilkinson

Making an impact in the wider world

31 MPs, including both the Housing Minister and the Shadow Housing Minister, pledged their support for our Action Week 2011 campaign on inclusion for homeless people and the Big Society.

We welcomed four Ministers and Shadow Ministers, as well as a number of MPs and councillors to our projects.

We profiled St Mungo’s work and increased awareness of the needs of homeless people through over 800 media mentions, 200,000 website visitors and 4,500 Twitter and Facebook followers during the year.

Our second awareness and fundraising day, Woolly Hat Day, achieved substantial press coverage, including two national radio interviews (BBC Radio 2 and Radio 5 Live). The celebrity hat auction led to nearly 3,500 visitors to our website and raised £15,000.

Minister Paul Burstow visiting one of our housing projects

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In a year when income was almost £1m less than the previous year, and Supporting People funding was cut by most local authorities, it was encouraging to record an operating surplus of £3.2m. Our operating costs benefited from changes which we started to introduce during 2010-11 to help make us more competitive. In line with other Registered Providers, we introduced component accounting which removed the requirement to provide for future major repairs. This change reduced operating costs by almost £700,000.

During the year, our largest hostels in Lambeth and Southwark closed for refurbishment. Great Guildford Street in Southwark will be redeveloped thanks to funding from the Homes and Communities Agency’s Places of Change fund (now managed by the GLA) and St Mungo’s. We also decided to refurbish Cedars Road in Lambeth from our own resources.

We have further developed our relationship with North Herts Sanctuary in Hitchin by taking responsibility for the project’s day to day management; we have also secured funding from Places of Change towards the cost of its redevelopment. The fall in grant rates from over 80% to around 40% will, however, place additional strains on our finances when it comes to any further developments.

Although we have lost some contracts during the year, we have taken on new services in Enfield, Southwark, Waltham Forest, Milton Keynes and Hertfordshire, and we have secured additional funding to extend our work with rough sleepers in Bristol, Reading and Westminster.

While our fundraising team broke the £5m barrier for the first time (no mean feat in these challenging economic times) and income from trusts was at a record, looking ahead, we expect further cuts in statutory funding alongside some significant increases in our pension and utility costs.

We will continue to look for efficiencies and increase income so that we may meet the challenges which the future will undoubtedly present.

David Evans B.Sc., F.C.A.
Executive Director of Finance and Information

For full, audited financial information please see our Financial Statements, 31 March 2012 available at www.mungos.org

### Income and expenditure account
for the year ended 31 March 2012

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011 (restated)</th>
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</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>£48,277</td>
<td>£49,220</td>
</tr>
<tr>
<td>Operating costs</td>
<td>(45,035)</td>
<td>(46,665)</td>
</tr>
<tr>
<td>Operating surplus</td>
<td>3,242</td>
<td>2,555</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>209</td>
<td>188</td>
</tr>
<tr>
<td>Interest payable</td>
<td>(6)</td>
<td>(6)</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>3,445</td>
<td>2,737</td>
</tr>
<tr>
<td>Net transfer (to)/from designated reserves</td>
<td>(408)</td>
<td>4,357</td>
</tr>
<tr>
<td>Net transfer (to)/from restricted reserves</td>
<td>(363)</td>
<td>224</td>
</tr>
<tr>
<td>Retained revenue surplus for the year after reserve transfers</td>
<td>2,674</td>
<td>7,318</td>
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</tbody>
</table>

Net transfer (to)/from designated reserves (408) 4,357
Net transfer (to)/from restricted reserves (363) 224
Retained revenue surplus for the year after reserve transfers 2,674 7,318

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### Total income 2011-12 (£49.8m)

Total income 2011-12 (£49.8m)

### Total expenditure 2011-12 (£47.1m)

Total expenditure 2011-12 (£47.1m)

### Balance sheet
as at 31 March 2012

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011 (restated)</th>
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<tbody>
<tr>
<td>Tangible fixed assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing properties</td>
<td>£94,156</td>
<td>£92,064</td>
</tr>
<tr>
<td>Social housing grants</td>
<td>(75,574)</td>
<td>(74,370)</td>
</tr>
<tr>
<td>Charitable &amp; other grants</td>
<td>(9,386)</td>
<td>(9,386)</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td>(1,278)</td>
<td>(1,497)</td>
</tr>
<tr>
<td>Other fixed assets</td>
<td>(141)</td>
<td>240</td>
</tr>
<tr>
<td>Investments in subsidiaries</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>£7,759</td>
<td>7,051</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>18,473</td>
<td>16,415</td>
</tr>
<tr>
<td>Net current assets</td>
<td>11,520</td>
<td>8,790</td>
</tr>
<tr>
<td>Total assets less current liabilities</td>
<td>19,279</td>
<td>15,841</td>
</tr>
</tbody>
</table>

### Staff salary breakdown

Staff salary breakdown

- Housing and support
- Skills & employment
- Information and advice
- Other

- Fundraising
- Support services
- Other

- Local government
- Local government - other
- Central government

- Other

- Management and other services
- Other

- Management and other services
- Other

- Management and other services
- Other

- Management and other services
- Other

- Management and other services
- Other
Affect homeless people, such as respiratory problems, with mental health advocacy, while the support of The Mental Health Gardener Trainer, working with homeless Changing Spaces programme, for example, pay for our funds from Ecominds, part of the 2011-12. This money ensures we can continue to offer companies, community groups, and trusts and through generous support from individual donors, we make an impact.

How our supporters help us make an impact.

ST MUNGO’S BUSINESS LEADERS CLUB was launched at the Cabinet Office during 2011. This Club is helping to raise essential funds to support our Skills and Employment programmes as well as helping to rebuild our Victorian hostel in Southwark.

St Mungo’s always tries to persuade central and local government to fund a full and comprehensive service. Fundraising is vital to complement that funding. Of every £1 of our overall income from voluntary and statutory sources, 82p goes directly towards the services we provide to support homeless people.

We would like to thank the following funders and supporters:

Through generous support from individual donors, companies, community groups, and trusts and foundations, we were able to raise £5.1 million during 2011-12. This money ensures we can continue to offer housing, health and skills and employment services.

Funds from Ecominds, part of the Big Lottery Fund
Changing Spaces programme, for example, pay for our Mental Health Gardener Trainer; working with homeless men and women to improve their mental wellbeing through gardening. Funds from Comic Relief help us with mental health advocacy, while the support of The Henry Smith Charity enables us to give our clients and staff training around health issues that can commonly affect homeless people, such as respiratory problems, diabetes and poor nutrition.

First, I wish to express my gratitude to the board for the energy and support which they have applied and shared in order to ensure that St Mungo’s continues to break new ground in finding ways of tackling homelessness and the associated circumstances which blight people’s lives.

Chair, St Mungo’s

We will do whatever we can to remind government of these facts, and to press for approaches which may extend beyond the electoral cycle. The issues we address are betrayed by any promise of a quick fix solution. It is not, we think, unreasonable to expect from government the same kind of perseverance which is embodied by our many supporters, whose generosity and humanity we applaud.

Mandy Perrin stood down from the board during the year – staff and board members alike appreciated her diligence and warmth. I and my colleagues on the board are also grateful to Charles and the staff for their tireless work.

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Paul Doe
Chair, St Mungo’s

This has been a difficult year with no sign of let-up. More people are facing homelessness and long-term unemployment, and yet the routes out of poverty are narrowing. In past economic slowdowns, it is our residents and clients who have remained fixed at the bottom of the opportunity chain; we hope that this time it will be different, but unfortunately see no reason to be anything but gloomy.

We know that further cuts are on the way, and that a more draconian interpretation of ‘welfare’ is bearing down upon us. We consider it important, from both economic and moral perspectives, that government accepts and discharges its proper responsibilities towards those who need help most. It should be a source of shame that the Inverse Care Law – which states that those in the greatest need of services are the least likely to receive them – is still referred to as an inevitability about which nothing can be done.
Woman holding flower

Collograph print by Mark Jennings, who initiated the art exhibition Without Walls for St Mungo’s residents and others who had experienced homelessness at The Guardian, August 2012.