Foreword by Robert Napier, Chair, and Howard Sinclair, Chief Executive

In our 50th year, we have helped more people than ever to move away from homelessness and rebuild their lives.

Across over 130 services, we have provided safe, effective and transformative support to almost 30,000 people who have experienced or been at risk of homelessness.

Most importantly, we’re doing a good job according to our clients. In our Client Feedback Survey 92% of those who responded said they believe we are helping them make positive changes in their lives, while 95% said our staff are caring, compassionate and respectful.

In fact, the title of this document ‘Changing lives for the better’ is inspired by the most popular phrases clients used in their feedback. These words are a testament to the fantastic work our staff carry out on a daily basis.

Together our clients, staff, and volunteers have achieved a lot in 50 years, but the current political and economic landscape means the hard work continues.

Our outreach teams across London and the South of England are working around the clock to support people away from the streets. Last year some of our teams have had additional support from volunteers through our innovative First Response project, featured in this document.

2018 saw the Ministry for Housing, Communities and Local Government (MHCLG) launch its long awaited Rough Sleeping Strategy. We worked in partnership with local authorities who received funding to establish new services that could offer an agile response to local needs, especially during the colder months. This review highlights one of our MHCLG funded projects.

As well as our work on the ground, we have also been campaigning to help improve the outlook for our clients.

Regrettably, homelessness and rough sleeping has risen dramatically over the past nine years. At St Mungo’s we know we need to do all we can to address this stark fact. Almost 4,700 people slept on the streets in England on a snapshot night in autumn 2018. This is up 163% from 2010.

Our Home for Good campaign was launched in October 2018 by our former client, Kevin. He bravely gave an account of his experience of homelessness in an open letter to the Secretary of State for Housing, Communities and Local Government. It was signed by 21,300 people united by his call for more social housing, more guaranteed funding for homelessness services and better private rented security for people with a history of rough sleeping.

We face the year ahead aware of the complexity of political and social situations and of how much our services may be needed. We want to offer more, to more people, in more areas. For example, we are looking to expand our successful Recovery College service into new areas – you can read about our Digital Inclusion courses in this document.

As always, these results and plans for the future would not be possible without the commitment of more than 1,300 dedicated staff, 1,200 inspirational volunteers, our fellow trustees and thousands of generous supporters.

At St Mungo’s we continue to work harder than ever to reverse the rise in homelessness and rough sleeping and change lives for the better.

Join us as we take you through 2018-19 at St Mungo’s.

At a glance

At St Mungo’s we continue to work harder than ever to reverse the rise in homelessness and rough sleeping and change lives for the better.

Join us as we take you through 2018-19 at St Mungo’s.

2,850 provided with a home or support on any given night.

92% said our staff have helped them make a positive change in their lives.

10,450 found and helped as a result of referrals to the national StreetLink service (run in partnership with Homeless Link).

10,800 supported by our outreach teams in 2018-19.

133 services.

353 different sites.

1,800 residents to make planned moves from St Mungo’s accommodation to the next step of their recovery.

“St Mungo’s had taken me from the streets, got me into a hostel and from there they have gotten me a home of my own. After a decade living rough they have certainly changed my life for the better.”

Client Feedback Survey, 2018-19
2019 marks the 50th anniversary of St Mungo’s. In 1969 a group of people looked around them at the sheer number of people sleeping rough, saw how dangerous it was and resolved to do something to help. This marked the beginning of St Mungo’s.

One of those involved in founding St Mungo’s was from Glasgow, whose patron saint is Saint Kentigern – also known as “St Mungo”. The story is that the group decided that a Christian saint’s name would help deter questions from the police.

As an organisation we have continued to grow and evolve to meet the needs of the people using our services. In the 1970s we were supporting around 800 people each year. Last year we supported almost 30,000 people.

Our 50 year history is filled with thousands of extraordinary people – people who have been homeless, transformed their lives and inspired many others; people who have dedicated their lives and careers to ending homelessness; and people who have supported and advocated for St Mungo’s throughout. See www.mungos.org/50Lives.

Our timeline below highlights a few of our proudest achievements, all of which have only been possible thanks to remarkable people.

But there are still too many people who have nowhere to call home. Every person rough sleeping is an emergency; it is cold, dangerous and lonely. It destroys people’s health and ruins lives. We have come a long way, but there is so much more to do.

“I’m amazed St Mungo’s is such a big organisation, I’ve got memories of it being a little house in Battersea with a few people sleeping in the house.”

Mary, one of our first volunteers

“St Mungo’s has changed a lot since I first started but what’s still important is the connection, being able to talk to people.”

Jim, staff member since 1982

“I’m definitely here until the day I retire.”

Julia, staff member since 1989
Helping people off the streets – a new approach

“The work carried out by First Response has at times proven invaluable. Since the programme started last year, we have been able to spend more time with people to help them move away from the streets and towards recovery. The volunteers we work with are both passionate and keen, which makes working alongside them all the more enjoyable.”

Outreach worker, Tower Hamlets

First Response is an innovative new service, funded by Chestertons, strengthening the work StreetLink and our outreach teams are able to do in five boroughs across London.

Iver Morgan, Head of Volunteering, Apprenticeships and Student Placements, explains more.

In April 2018, two volunteers took to the streets of Tower Hamlets for the first ever First Response shift. They supported our local outreach team by responding to alerts for people sleeping rough sent to StreetLink – the rough sleeper referral service we manage with Homeless Link that enables the general public to connect people sleeping rough to support.

Three days later, two more volunteers supported our outreach team in Westminster. By July, First Response had also begun operating in the City of London, Islington and Southwark.

First Response is a brand new approach to supporting the work of our outreach teams in London. It has been possible thanks to an innovative partnership with Chestertons estate agents, who have also funded a new volunteer coordinator to help launch the initiative.

We launched the project after our outreach teams found that they were spending a lot of time locating people, meaning they had less time to work with people to offer them the practical and valuable support that can help them move away from the streets.

First Response volunteers support us by checking referral locations to see if an individual is still sleeping in the place highlighted by the StreetLink referrer, and then reporting back to our outreach teams. This means our outreach staff can find people more quickly and connect them to services, without wasting time going to places people may have left.

In the first year alone, we saw more than 98 Londoners volunteering for First Response shifts. From couples wanting to volunteer their time together, to professionals and retirees, these new volunteer roles have attracted a diverse range of people to support our mission to end homelessness.

By checking locations where someone had been seen sleeping rough, they have verified over 1,350 referrals. Most importantly, the efforts of our volunteers meant that more than 200 people who were sleeping rough were able to access shelter or support.

Quickly, First Response has proven itself as an effective new model for reinforcing outreach services with volunteer and community involvement.
The August 2018 street count recorded over 120 people sleeping rough in Bristol on one night alone. In response to these increasing numbers, Bristol City Council successfully bid for MHCLG funding to open the city’s first temporary 24 hour access shelter.

The project launched through a partnership involving St Mungo’s, Crisis Centre Ministries, Caring in Bristol and Julian Trust Night Shelter.

By converting the ground floor of a vacant council building, St Anne’s House, into a temporary winter shelter with capacity for 30 new night bed spaces, the project increased Bristol’s night shelter provision by 45%.

Alongside warm and safe accommodation, St Anne’s House was adapted to include an office, a women-only space, and several onsite support services covering employment, healthcare and specialist housing advice.

The shelter opened between November 2018 and March 2019 during which St Mungo’s was able to provide a warm and safe place to stay for 59 people. In total, 45 of these people then successfully moved into longer term accommodation.

The majority of people who stayed in St Anne’s House came straight from rough sleeping on the streets, referred in by outreach teams, some individuals on their own but also some in couples. Some also came in with their dogs.

In addition, the shelter housed people who were at risk of sleeping rough or who needed immediate accommodation following their release from prison.

People in the shelter needed a mix of support. While some clients only needed low level support, staff also supported those with more complex problems.

Unlike most other shelters in the city, St Anne’s House was designed so that residents did not have to leave in the mornings, offering holistic and practical support during the day.

St Mungo’s staff implemented a Good Neighbour Plan to minimise any community impact of the project and address any concerns. As a result, feedback from the neighbours of St Anne’s House was positive, and the service is set to re-open between October 2019 and March 2020.

The number of people sleeping rough has risen by 165% since 2010 across England. Through funding from the MHCLG, St Mungo’s has launched several new services to support people off the streets, including Bristol’s first 24 hour night shelter. David Ingerslev, Senior Service Manager, explains more.

“I would like to thank all the members of staff at St Mungo’s for the help and respect they showed and gave to me through the time I’ve been with you…Thank you for helping me see things were bad for me but with the help I’ve had I’ve seen things would get better. Thank you from the bottom of my heart and keep doing the work you do.”

Former resident, St Anne’s House
I first heard about St Mungo’s from my mum, who also worked for us. I began as a volunteer with the Islington Mental Health team in 2013 then realised I wanted to work here full time and applied for a job.

Since then, I’ve joined St Mungo’s offender services, where I manage support across five of the 14 prisons St Mungo’s works in. I go into prisons and talk to people who have been sentenced and are worried about keeping their housing or where they are going to live when they are released, if it is not possible to go back to where they used to be.

The main issue I see for the clients we work with is the housing supply and demand issue. We need more social housing. The other challenge is empowering and supporting colleagues with more skills based training, specific things like understanding the psychological factors that affect many of our clients.

We work with people who are often tackling three or more problems at the same time, for example, substance use, risk of offending, or physical and mental health problems.

Welfare is another major issue at present. With Universal Credit we are finding many people are having to go without money while their applications are being processed for six to eight weeks, or sometimes more. We have helped people, for example, by offering food vouchers and directing them to emergency support.

The job is all consuming at times, so you need a full tank of energy. But it is an engaging role, more so because we also spend a lot of our time in the community. The work I am doing is meaningful and multi-faceted. You are helping people go from a place where they are not so happy, to a place where they can feel confident.

Going to prison can cause someone to lose their home, possessions, job and relationships. St Mungo’s offers support in several prisons to reduce the risk of someone becoming homeless when they leave.

Ola Pedro, St Mungo’s Team Leader of our Criminal Justice Housing Information Advice Service, explains more.

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Ola Pedro, St Mungo’s Team Leader of our Criminal Justice Housing Information Advice Service, explains more.

“Following my release from prison I received advice and assistance from St Mungo’s…The service I received was very thorough in giving me advice and instructing me on the best course of action to take. I appreciate the help and support I was provided.”

Former client, St Mungo’s offender services
St Mungo’s already has a well established recovery ethos. The Recovery Approach helps us to put it into action at Endsleigh Gardens. The hostel provides supported accommodation for up to 48 adults referred through the Camden Hostels Pathway.

Residents come from diverse situations but the hostel can be an individual’s first stable home after sleeping on the streets for many years.

Building initial relationships and trust can be a cornerstone in supporting people to settle indoors and move forward in their lives. We invest time with each resident to make sure that they feel comfortable sharing concerns and trust that staff will respond positively.

We find that offering multiple avenues to engage and empower residents helps staff to open up conversations about other support needs. At Endsleigh Gardens, for example, we organise lots of accessible activities, ranging from regular house meetings to trips out. Our Men’s Group this year arranged their own ‘pamper day’ at a Turkish Barbers.

Many residents have to learn or re-learn basic life skills they would not have used while in other types of accommodation or sleeping rough. We offer budgeting advice, teach cooking, support with maintaining their living space and, ultimately, prepare them to live independently.

We are also fortunate that St Mungo’s Bricks and Mortar project is based downstairs at the hostel, so many clients use this to develop skills and achieve qualifications. Others join our Recovery College, and this year some residents have gained paid employment.

The hostel has four bed designations: Assessment, Engage and Support, Specialist, and Move Through. Clients can enter at any stage and progress, without the upheaval of moving between services or even leaving the room they are settled in.

By supporting residents to overcome any practical and psychological barriers, the Recovery Approach creates a self-reinforcing upwards spiral. Many of our residents go on to live in private rented accommodation and last year 11 people successfully moved into independent living.

Putting a roof over someone’s head may be only one aspect in their recovery from homelessness. We have introduced a holistic support framework to support people to rebuild their lives called our Recovery Approach. Rachael Treloar, Service Manager at our Endsleigh Gardens hostel in Camden, explains more.

74% of residents make planned moves into new accommodation, taking the next step in their recovery.

“Never used to talk about anything. I used to keep everything bottled up – that’s where my depression came. It would just build up and I took overdoses. But my support worker is so friendly, you just open up. I tell her things I didn’t think I would tell her… I couldn’t ask for any more from the help that I’ve been given. It’s been so nice but now I’m hoping to move on.”

Resident, Endsleigh Gardens
I have been engaging more at the Recovery College which has contributed to my motivation to look at move on options.

Client Feedback Survey, 2018-19

It can be almost impossible to get by in today’s world without a good grasp of technology. St Mungo’s has a dedicated service working to ensure that vulnerable people can access the digital world, empowering them to lead independent and fulfilling lives. Our Digital Inclusion Coordinator, James Carroll, explains more.

Our Digital Inclusion service is a collaborative venture. I coordinate a team that includes community volunteers and volunteers from charity and corporate partners including Lloyds Banks, Aiimi, and HeadBox. We offer a range of free courses across London, including at our Recovery College hubs. Together we aim to give people who have experienced homelessness equal access to digital opportunities and the internet.

A lack of computer skills can create significant barriers for people with paying rent and bills, claiming Universal Credit or other benefits, and applying for jobs all now being done online.

We are teaching people everything from fundamental skills like using a keyboard and a mouse through to how to use software, apps, websites and programmes that teach people how to code. We also run a number of creative digital courses such as graphic design and film making.

Moreover, we have created routes for our clients to train as volunteers and become Digital Champions themselves. At weekly Digital Drop-ins, the Digital Champions are able to pass on their knowledge and expertise to peers, while also learning how to plan and deliver training sessions.

Pooling resources with key partners and members of the community has proven very powerful. We have run popular CV workshops with our partners and worked with a group of graduate civil servants. We have also teamed up with two leading charities, AchieveAbility and Diversity and Ability, to ensure accessibility to our courses, especially for people who are neurodivergent.

The collective efforts of our corporate partners, volunteers and Digital Champions have led to some very positive outcomes. Between September and December 2018, we worked with over 160 people who achieved around 320 digital outcomes (completed sessions). From January to May 2019 we offered 18 digital inclusion courses across St Mungo’s projects with almost 180 people achieving over 530 digital outcomes between them – almost double the number of sessions per person.

In 2019 we are providing two new courses: Foundations of Web Design, and Robotics and AI. Within the next few years we are hoping to see Digital Drop-ins across St Mungo’s hostels and to expand our service throughout our Recovery College hubs.
Our dedicated Client Involvement team works hard to ensure that co-production and involvement are central in all we do. This is why every St Mungo’s service has a lead worker, supported by a full time regional coordinator. Alice Moore, West England Client Involvement Coordinator, explains more.

At St Mungo’s Mulberry House mental health project in Bath, client involvement has gone from strength to strength over the past year, thanks to the combined efforts of Steph, Client Involvement Lead Worker with me supporting her as the regional coordinator.

Client involvement is not an ‘add on; it is a core aspect of our clients’ recovery and the support we provide. While it is every staff member’s responsibility, each project is encouraged to nominate a lead worker who champions client involvement within their service.

St Mungo’s has appointed three dedicated client involvement coordinators to support the lead workers, and organise co-production and consultation activities within each region.

I visit each service regularly and host quarterly forums in Bristol, where lead workers can network and share best practice. This approach has helped services like Mulberry House in Bath really embed client involvement even more in their day to day working culture.

Mulberry House, a 13 bed supported housing project for people with severe and enduring mental health issues, has set up its own branch of Outside In, our well-established client representative group, which means clients in Bath have more opportunities to have their voice heard.

Overall ownership of the group sits with three client representatives, who run the meetings and set the agenda. Steph, the Client Involvement Lead Worker, is responsible for implementing changes at a local level based on their feedback.

In the last year several changes have come directly from client feedback. For example, the living environment was identified by Outside In as a priority for residents. Residents have been supported to brighten up communal spaces with photos of client activities, to buy new furniture and set up a client-led gardening group, all to make the hostel more homely.

These activities have been an enriching experience for residents, particularly the client representatives. One has gone on to do a volunteer placement with me and the other has joined our St Mungo’s Client Advisory Board in Bristol.

“I’ve found many benefits from being a client representative... It’s really helped with my confidence and building relationships with other clients, as well as making sure that changes to the service are client led based on their experiences and I am proud to represent that. In addition it makes me feel like I’m part of the service.”

Client Representative, Mulberry House
“Since working with St Mungo’s everything has changed for the better, it has boosted my confidence level and helped me with my own independence in terms of managing my money, rent, etc. So everything is positive.”

Client Feedback Survey, 2018-19

Making moving on sustainable

People move on from our services. For some, however, reintegrating into independent living can represent a considerable challenge. To help our clients break a cycle of repeated homelessness, St Mungo’s launched the Keeping In Touch (KIT) service in May 2018. Our Housing Progression Coordinator, Simon Richardson, explains more.

Homelessness has increased by 165% since 2010, with the rate of people returning to the streets after escaping homelessness rising twice as fast; 27% of people helped off the streets in London return within the year. KIT is helping to break the cycle of repeated homelessness.

The KIT service provides a lifeline to people moving on from St Mungo’s into their own accommodation, to help them settle into their new independent life. KIT is a phoneline where we actively call people who have left our services and people can call us back when they need us.

Many of the issues people ask for support with are individually simple, but when combined can be the catalyst that leads to a crisis. KIT helps people before things spiral out of control. The pilot programme provides advice and signposting to people in four key areas:

- Housing and money management
- Health and wellbeing
- Community engagement
- Education, training and employment (ETE)

Launched in May 2018, KIT is funded by a major donor. Together, we aim to support 225 people each year to help them keep their new homes and avoid reaching crisis point. During its first year KIT has helped almost 300 people.
2018-19 was the year the Homelessness Reduction Act came into force. Since then almost 60,000 households have been prevented from becoming homeless. Seeing ‘wins’ like this bring about solid change is the reason we campaign, but there is always more to do. The funding crisis in councils is severely hampering their ability to provide the social housing and support many more people need to find and keep a home.

The Government’s Rough Sleeping Strategy was published in August 2018, something we have been campaigning for since 2016 with our Stop the Scandal campaign. During the same week, the Government also announced a U-turn on plans to take funding for supported housing out of the benefit system and hand over responsibility to cash-strapped councils. This was a major victory for our Save Hostels, Rebuild Lives campaign and for everyone who relies on the safe accommodation and support provided by hostels and supported housing.

While we worked hard to ensure the Rough Sleeping Strategy included many of the recommendations from our ‘Dying on the Streets’ report, it was only ever going to be a first step. Which is why, in October 2018, we launched our Home for Good campaign calling for further government action to end rough sleeping.

We owe a lot to our former client Kevin who wrote an open letter to the Housing Secretary setting out the changes needed – more social housing, reforms to the private rented sector, and a new funding programme for homelessness services. A record number of people signed Kevin’s letter and we handed it over with other clients in January.

There was much more during the course of the year, including the first ever attempt to record the number of people who died while homeless, which spurred us on to keep campaigning. There was also positive news in the form of some fantastic new investment from the NHS in specialist mental health services for people sleeping rough.

Rough sleeping is finally getting the political attention it merits and we will be certain to keep it that way, whoever is in government.

"To work alongside St Mungo’s to try to highlight what’s going on now is an essential part of how I live today. I like to try and have as big an impact myself as possible on the homelessness issue... The whole campaign, at points, for me has been fairly emotional."

Kevin, campaigner and former St Mungo’s client
Our clients

Our clients each have their own individual story and there may be as many causes of homelessness as there are people who are homeless. While each person’s story is unique, there are factors that can contribute to why people find themselves facing homelessness. Often people experiencing homelessness have also experienced severe trauma, problems with their mental or physical health, social isolation, or issues with drug or alcohol use. Many of our clients also tell us that, alongside the personal issues they face, there have been social issues or changes that have contributed to them becoming homeless or not being able to access support.

We are here to help people who have experienced homelessness regardless of their age, gender, sexuality or ethnicity. We work hard to make sure that our services are inclusive and best meet the needs of our clients. In March 2019 we launched an ambitious new three-year Women’s Strategy, which outlined our commitment to improving our services for women. We aim to build effective services around the individual, focusing on their unique strengths. Through our Recovery Approach, we work with clients until they have a place to call home and the coping skills to sustain their independence and wellbeing.

Every day our clients show us that, with the right support to empower them, people are able to rebuild their lives.

92% say our staff help them make positive changes in their life.

93% say they’re satisfied with our service overall.

95% say our staff are caring, compassionate, and respectful.

“Everything has changed for the better for me. I’ve been so much happier since staying here, I really feel supported and encouraged with all aspects of my day-to-day life and could not be happier. Long may it continue!”

Client Feedback Survey, 2018-19

Being accountable is one of our core values. This means that we regularly seek feedback from the people we work with. Our 2018-19 Client Feedback Survey had its biggest ever response, with over 960 clients sharing their views. We were proud to learn that our staff are seen as St Mungo’s single biggest strength. There are areas to improve around maintenance and anti-social behaviour, but 90% said that they felt that their views are taken into account.

Results among our female client groups were marginally lower, reinforcing the importance of our new Women’s Strategy, but otherwise, we saw consistent and positive feedback across different services and demographic groups.
Our finances

2018-19 delivered another strong year for St Mungo’s achieving a £3.3 million surplus to help us further fulfil our vision and mission to help people who are homeless recover and rebuild their lives. The total turnover for 2018-19 was £94.5 million (2018: £89.6 million) which includes income from rent and service charges, support and care contracts and fundraising.

This year bids for new and existing commissioned service contracts brought in £24.0 million (for the fixed term of the contracts). This £24.0 million is made up of £18.5 million of new services and £5.5 million of services we have retained. As a housing association, we also receive rent and service charge monies linked to these service contracts.

Thanks to the generous support of our donors, fundraising income has increased to £12.9 million (2018: £10.3 million) in the year. Of the unrestricted funds received in the year £2.9 million have been set aside as a designated reserve to fund specific initiatives to support the achievement of our strategic objectives to grow, strengthen and evidence our impact.

During 2018-19 we stopped running a number of services, which came to the natural end of their life cycle and withdrew from the re-tender of one service as the new model departed too much from our core service offer. The loss of income will be counterbalanced in 2019-20 by the additional income secured through two new major accommodation based contracts.

We offer housing and support to many vulnerable people, often with complicated health histories. As in previous years the average costs per unit for social housing (excluding support services and leased charges) at £11.75 (2018: £11.36) is higher than other registered housing. Turnover in previous years the average costs per unit for social housing (excluding support services and leased charges) has meant our year end reserves position has reduced to £16.3 million (2018: £17.7 million).

Cash and bank balances during the year increased to £24.9 million (2018: £23 million). The reserves and cash remain at a level appropriate to support the ongoing activities of the Association as approved by the Board of Trustees.

Growth objectives have been agreed for 2019-20 that will use the balance sheet resources to support further client services and increase housing supply.

Sonia Smith
Executive Director of Finance

Statement of financial position
For the year ended 31 March 2019

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<tr>
<td>Restricted reserves</td>
<td>2,147</td>
<td>1,309</td>
</tr>
<tr>
<td>Designated reserves</td>
<td>2,884</td>
<td></td>
</tr>
<tr>
<td>Income and expenditure reserve</td>
<td>11,244</td>
<td>16,414</td>
</tr>
<tr>
<td><strong>Total reserves</strong></td>
<td>162,757</td>
<td>177,733</td>
</tr>
</tbody>
</table>

Statement of comprehensive income
For the year ended 31 March 2019

<table>
<thead>
<tr>
<th></th>
<th>2019 Unrestricted £000</th>
<th>2019 Restricted £000</th>
<th>2019 Total £000</th>
<th>2018 Unrestricted £000</th>
<th>2018 Restricted £000</th>
<th>2018 Total £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Turnover</strong></td>
<td>90,911</td>
<td>3,634</td>
<td>94,545</td>
<td>89,111</td>
<td>3,363</td>
<td>92,474</td>
</tr>
<tr>
<td><strong>Operating expenditure</strong></td>
<td>(88,269)</td>
<td>(2,796)</td>
<td>(91,065)</td>
<td>(86,905)</td>
<td>(2,730)</td>
<td>(89,635)</td>
</tr>
<tr>
<td><strong>Operating surplus / (deficit)</strong></td>
<td>2,642</td>
<td>838</td>
<td>3,480</td>
<td>4,074</td>
<td>90</td>
<td>5,004</td>
</tr>
<tr>
<td>Gain on disposal of freehold property</td>
<td>86</td>
<td>-</td>
<td>86</td>
<td>86</td>
<td>-</td>
<td>86</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>20</td>
<td>83</td>
<td>103</td>
<td>83</td>
<td>27</td>
<td>110</td>
</tr>
<tr>
<td>Interest payable and similar charges</td>
<td>270</td>
<td>-</td>
<td>290</td>
<td>(113)</td>
<td>-</td>
<td>113</td>
</tr>
<tr>
<td>Gain / (loss) from associate</td>
<td>-</td>
<td>-</td>
<td>27</td>
<td>-</td>
<td>27</td>
<td>-</td>
</tr>
<tr>
<td><strong>Surplus / (deficit) for the year</strong></td>
<td>2,485</td>
<td>838</td>
<td>3,323</td>
<td>4,111</td>
<td>111</td>
<td>5,222</td>
</tr>
<tr>
<td>Pension scheme</td>
<td>(4,771)</td>
<td>-</td>
<td>(4,771)</td>
<td>(4,771)</td>
<td>-</td>
<td>(4,771)</td>
</tr>
<tr>
<td><strong>Transfer to income and expenditure reserve</strong></td>
<td>(2,286)</td>
<td>838</td>
<td>(1,448)</td>
<td>(4,111)</td>
<td>838</td>
<td>(5,949)</td>
</tr>
<tr>
<td><strong>Association</strong></td>
<td>94,222</td>
<td>3,634</td>
<td>97,856</td>
<td>89,220</td>
<td>3,363</td>
<td>92,583</td>
</tr>
<tr>
<td><strong>Operating expenditure</strong></td>
<td>(87,858)</td>
<td>(2,796)</td>
<td>(90,654)</td>
<td>(85,003)</td>
<td>(2,730)</td>
<td>(87,733)</td>
</tr>
<tr>
<td><strong>Operating surplus</strong></td>
<td>6,364</td>
<td>838</td>
<td>7,202</td>
<td>4,217</td>
<td>90</td>
<td>5,107</td>
</tr>
<tr>
<td>Gain on disposal of property</td>
<td>86</td>
<td>-</td>
<td>86</td>
<td>90</td>
<td>-</td>
<td>90</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>20</td>
<td>-</td>
<td>20</td>
<td>20</td>
<td>-</td>
<td>20</td>
</tr>
<tr>
<td>Interest payable and similar charges</td>
<td>262</td>
<td>-</td>
<td>262</td>
<td>(109)</td>
<td>-</td>
<td>(109)</td>
</tr>
<tr>
<td><strong>Surplus / (deficit) for the year</strong></td>
<td>6,208</td>
<td>838</td>
<td>7,046</td>
<td>4,281</td>
<td>29</td>
<td>4,570</td>
</tr>
<tr>
<td>Pension scheme</td>
<td>(4,771)</td>
<td>-</td>
<td>(4,771)</td>
<td>(4,771)</td>
<td>-</td>
<td>(4,771)</td>
</tr>
<tr>
<td><strong>Transfer to income and expenditure reserve</strong></td>
<td>1,437</td>
<td>838</td>
<td>2,275</td>
<td>4,281</td>
<td>29</td>
<td>4,570</td>
</tr>
</tbody>
</table>

For the year ended 31 March 2019

<table>
<thead>
<tr>
<th></th>
<th>2018 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total income 2018-19 (£94.5m)</strong></td>
<td>Group</td>
</tr>
<tr>
<td><strong>Total expenditure 2018-19 (£91.1m)</strong></td>
<td>Group</td>
</tr>
<tr>
<td><strong>Staff salary breakdown 2018-19</strong></td>
<td></td>
</tr>
</tbody>
</table>

Statement of financial position
For the year ended 31 March 2019

<table>
<thead>
<tr>
<th></th>
<th>Group 2019 £000</th>
<th>Group 2018 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staff salaries and benefits</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Director of Finance</td>
<td>Sonia Smith</td>
<td></td>
</tr>
<tr>
<td><strong>Fundraising income</strong></td>
<td>12,904</td>
<td>11,363</td>
</tr>
<tr>
<td><strong>Support (linked to property)</strong></td>
<td>1,437</td>
<td>1,363</td>
</tr>
<tr>
<td><strong>Support (not linked)</strong></td>
<td>72,715</td>
<td>67,394</td>
</tr>
<tr>
<td><strong>Rent and service charges</strong></td>
<td>27,479</td>
<td>26,934</td>
</tr>
<tr>
<td><strong>Intangible assets</strong></td>
<td>201</td>
<td></td>
</tr>
<tr>
<td><strong>Creditors: amounts falling due after more than one year</strong></td>
<td>(4,771)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Minority interest</strong></td>
<td>-</td>
<td>(11)</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>162,757</td>
<td>177,733</td>
</tr>
</tbody>
</table>
Thank you

We would like to say a particular thanks to

29th May 1961
Charitable Trust

Albert Hunt Trust
Alchemy Foundation
Andrew and Jane Hadwood
Arthur Kay
Barrett Developments PLC
Breadsticks Foundation
Bristol Energy
Bristol Old Vic Theatre
Cabinet
Carnation Trust
Chesterton
Chris and Liz Jumbo Charitable Trust
Dan and Krystyna City Bridge Trust
David Lyon
Dr Ann Heywood
Edward Harvist Trust
Elizabeth Desmond
Essex Trust
Euroclear
Freshfield Foundation
Garfield Weston Foundation
Gilmores
Gisela Graham Foundation
Give it Away Ltd
Hackney Parochial
Cure charity
Ian Pons Jewell
Inner London Magistrates’ Courts’
Poor Box Charity
James Cochrane
Jo Malone Limited
John Coates Charitable Trust
John Lewis Partnership
John Snook
John Walter Wynne
John Walter Wynne Charitable
Discretionary Trust
Julian and Susie Knott
Liberty Specialty Markets
Linklaters LLP
London Councils
London Housing Foundation
M&G Investments
Michael and Ruth West
Miller Insurance
Milton Damerel Trust
Mind Grants
Mirella Gilpin
Mrs Owen Demand
Mrs Smith and Mount Trust
National Friendly
National Lottery Community Fund
Grant (as part of a partnership project
led by Crisis)
National Lottery Community Fund – Help Through Crisis
National Lottery Community Fund – Reaching Communities
National Lottery Community Fund – Wildlife Trusts – Our
Bright Future
Nationwide Building Society
Nelson Trust
Ofenhain Charitable Trust
Osborne Clarke
OxPAT
Perella Weinberg Partners UK LLP
Paula Hawkins
Police and Crime Commissioner for
Hertfordshire
Carnaby Community
Foundation
Rab and Carina Sewell
Rab Collings
Refrigeration Plc
Sam and Caroline Davis
Sarah and Charles Martin
Shakespeare Globe Theatre
Shepherd Trust
Softcat
Spear Charitable Trust
St Andrew Holborn Charity
St John’s Foundation
Tay Charitable Trust
Taylor Wimpey Plc
The Belpech Trust
The Ingram Trust
The Late Reverend and Mrs W Sharland
The Lennox Hannay Charitable Trust
The Mackie Foundation
The Partridge Trust
The Raindance Trust
The Rayne Foundation
The Sobell Foundation
The Stewarts Foundation
The Story of Christmas
The Wigoder Family Foundation
The Zochonis Charitable Trust
Tokio Marine HCC
Tony & Audrey Watson Charitable Trust
Vivian Chadwicks
Charitable Trust
Wates Family Enterprise Trust (Restricted Grant)
Westminster
Amalgamated Charity
Westminster Foundation

We would like to acknowledge the partners and commissioners we worked with

Avon and Wiltshire Mental Health Partnership NHS Trust
Barnsley Housing
Association
Basildon BC
BeNCH CRC
Bournemouth, BC
Brent, LB
Brighton and Hove, CC
Brison North Somerset and South Gloucestershire CCG
Camden, LB
City of London
Ealing, LB
East London Housing Partnership
Enfield, LB
EASTOMA
Greater London
Authority (GLA)
Guys and St Thomas NHS Trust
Hackney, LB
Hammersmith and Fulham, LB
Harling, LB
Homeless Link
Hounslow, LB
Islington, LB
Kensington and Chelsea, RB
Lambeth, LB
Lewisham, LB
London Councils (ALG)
London CRC
Ministry of Justice
Oxford, CC
Oxfordshire, CC
Paide, GC
Praxis Community Projects
Reading, LB
Second Step
Shelter
South London & Maudsley NHS Foundation
Southwark, LB
St Mungo’s
Sutton, LB
Tameside
Team London Bridge
Thames Reach
Thurrock Council
Tower Hamlets, LB
Virgin Care
Waltham Forest, LB
Westminster
Drug Project (WDP)
Westminster, CC

We are pleased to have worked with The National Lottery Community Fund through their Help Through Crisis programme, Reaching Communities programme and Wildlife Trusts – Our Brighter Future programme.