

Street stories...

Annual Review 2010-2011

Message from the Chief Executive



Last year I made a fairly safe prediction: *"We know there are dark clouds ahead, with no indication that homelessness services will be protected from massive cuts in public spending."* This is indeed what has happened, at least in some places, and we have seen a hugely variable

approach taken by local funders, where the consequences of their decisions will be felt by front-line services for many years to come.

There are many things we could rail against - examples include central and local government playing 'pass the parcel' with responsibility for where the cuts fall; a 'dive to the bottom' on pricing in re-tendered contracts; incoherence masquerading as strategy in some local areas; and through it all, the expediency of 'one size fits all' service design to meet the complacency of high volume, risk-averse commissioning.

But I want instead to celebrate the spirit of the homeless men and women we have worked with during the year. Their lives have been bleak. They are not stupid – they know that *"we are all in this together"* probably means they will get clobbered hardest. But still they are resilient and generous – and unfailingly honest.

The theme of this report is **Street Stories**, a client-led oral history project arranged into themes, such as childhood,

surviving and work. People's trajectory through recovery depends critically on two things – the relevance of good quality services, and the determination with which they themselves set about transforming their lives. We come across so many examples each year of personal courage and inspiring success which illustrate this. Whilst we admire the individuals, however, we obviously do not wish them to be in the predicament of street homelessness where they have to display these qualities. And so our admiration is tinged with a concern that the cuts should not decimate the services which are needed, nor should they undermine the personal optimism on which recovery depends.

And though times have been difficult, we have also had reason to celebrate – the opening of a brand new centre in Brent was a highlight of the year, since it combined internal progression and a community orientation within avowedly green credentials, thus showing what is possible when we and central and local government all point in the same direction.

Despite the huge amount of unsettling uncertainty during the year, staff have exhibited great stoicism in keeping focused. I would like to thank all our supporters, on whose generosity we depend, and pay tribute to our staff and volunteers for their dedication and commitment.

Charles Fraser CBE
Chief Executive, St Mungo's

Our key successes in 2010-2011

- Our street teams helped 370 people off the streets and into accommodation
- We provided accommodation for over 1,700 homeless people each night
- Our Skills and Employment team supported over 2,000 people to find work, training, further education or take part in a range of other activities
- We helped 1,194 people successfully move on from our accommodation and a further 383 make a positive move on within our own accommodation services
- We supported over 1,000 people with their mental health and substance use problems.



*What leads to someone being homeless? How do they move on?
What is it really like to live on the streets?*

Through **Street Stories** our clients tell their own stories of homelessness, in their own voices, in their own way.

Over the course of 2010 six volunteers, who themselves have experienced being homeless, were trained in interviewing techniques and went out to record the stories of 41 homeless men and women. The result was **Street Stories**, a fascinating oral history collection depicting the reality of homelessness in the 21st century.

We have used extracts from the collection throughout this Annual Review, but you can hear the voices themselves by visiting www.mungos.org/streetstories

We would like to thank everyone involved for sharing their stories and The Heritage Lottery Fund for their support in funding the project.



Homelessness

There's no warmth. There's no friends...
Once you get to that point where you're
homeless, you feel like there's no turning
back; that's your life.

Casey, 26

We just ended up having massive rows
and it just got too intense and the
only way for me to do was to basically
break free from him, was to make
myself homeless. I didn't want to
make myself homeless.

Kimberley, 40

On many occasions
I wake up and I've
been covered in snow.

Mark, 37

In 2010-2011....

- We housed over 1,700 people each night, of whom 58% have slept rough
- We won three contracts for new accommodation projects including a homeless pathway for young people in West Oxfordshire and a service for people with severe and enduring mental health needs in Bath
- We provided emergency accommodation for over 145 people when the temperature dropped below zero
- We helped 59 older long term rough sleepers with our award-winning accommodation at The Lodge in central London.

Stepping off the streets

Last year our street teams in Reading, Bristol, Southwark, Westminster and Ealing helped 370 people off the streets and into accommodation. But this is just the start of the journey, as we begin to work with them to gain stability. Last year over 80% of our clients who had experience of sleeping rough went on to stay with us for four months or more.

People have needs that are individual to them, which is why the accommodation we provide is varied. We have 117 accommodation projects across London and the South, ranging from emergency shelters to registered care homes, that offer different levels of support and specialist services.

Pound Lane Centre

In July 2010 we opened a new flagship centre in Brent. The Pound Lane Centre provides beds for 85 homeless people, offering a pathway for clients that moves from simple hostel rooms to more independent living spaces and eventually self-contained flats. It has a range of facilities, open to the community as well as residents, including a client-run café, IT suite and fully equipped meeting rooms.



Childhood

When I was eight years old, [he] abused me, but I never said nothing to the family and I think going back to that and knowing it was the wrong thing to do, is the reason why I used to drink a lot and from then on, I just had no time for schooling.

Ray, 52

So there I was again, all alone, like a flower really, growing wild. Nobody wanted me.

Linda, 52

[My father died when I was 13 and] that was the hardest part of my life, that really broke me up. My father was my rock, and when he died I think I started to distance myself from the family I suppose.

Joe, 41

In 2010-2011....

- 79% of clients with a mental health problem were taking up specialist support
- 120 clients accessed 860 psychotherapy sessions between April and September through our unique LifeWorks service
- We created innovative PIEs in seven projects, benefiting around 180 clients
- We ran 59 complex needs projects, supporting clients with a combination of needs including enduring mental health problems.

The root of the issue

Mental health and homelessness are closely intertwined. Often the causes, such as family breakdown, violence or abuse, are the same. One of the most significant barriers our clients face in moving on with their lives is past and sometimes reoccurring trauma, often rooted in their childhood.

In 2010 we started a pilot with the aim of introducing psychologically informed environments (PIEs) into all of our services, helping lead its use in the homelessness sector. Based on psychotherapy practices, PIEs focus on the relationship between keyworker and client as the most effective tool in aiding their recovery. Through training and reflective practice staff are encouraged to be more mindful of clients needs and feelings, so that they can better recognise and support change within them.

LifeWorks

Poor mental health is one of the biggest issues our clients face and is often masked by drug or alcohol problems. Our LifeWorks service is the only one to offer homeless people access to fully-qualified psychotherapists regardless of their diagnosis or active substance use. An evaluation of the service carried out in early 2011 showed that all clients who had used it achieved greater recovery over a six month period compared with those who hadn't and 75% showed a clear improvement in their mental wellbeing.



Relationships

But it didn't feel right, because [my sisters have] got children and I felt dirty and scruffy, I just didn't want to put a burden on them.

John, 53

I had a nervous breakdown. I ended up taking my son to my mum's and just saying 'mum, I'm just popping to the shop, I'll be back.' I got on the train, and I ended up in London and I didn't look back. And I started drugs as soon as I came up to London.

Tracy, 40

I wouldn't really call them friendships, I would call them associates really because if you've got drugs they're your best friends; if you haven't, well, see you later. You know, people don't want to know.

Angela, 38

In 2010-2011....

- 31% of clients had reconnected with someone in their family since being with us
- We secured funding for a Women's Strategy Coordinator from the Esmée Fairbairn Foundation, who will set out a clear plan for how we can support our female clients even more effectively
- 81% of clients are satisfied with the support they receive from St Mungo's.

Family matters

Many homeless people have not just lost their home, they have lost their friends and family too. Last year, for example, 38% of our clients who had children had needs in relation to them, such as problems with access or dealing with bereavement or loss. And for 40% of our clients, a relationship breakdown led to them becoming homeless.

For many clients rebuilding these relationships is an important part of their recovery. In 2010 over one third of our residents had renewed contact with their family since being with us.

Women and homelessness

Around a quarter of our residents, and homeless people in general, are women. We know there are often particular reasons that lead them to homelessness. This requires different kinds of support to help them rebuild their lives. Over the past year we've focused on our female clients, talking to them about their needs and developing a strategy that aims to improve their experience of our services.



Health

I wasn't seeing double, I was seeing things about four times. I used to dream weird dreams. I never want to go back to all that.

Roy, 68

I don't want it. I don't want it. I just want to get off everything. Get my life back in order because I been on it too long.. But it is, it's persecuting me. It's killing me. Every morning I cough when I wake up and I can't wake up. I just cough.

Tony, 42

In the beginning it was all about survival but then at the same time the taking the drugs was about me removing myself from what I've been through.

Casey, 26

In 2010-2011....

- 94% of our clients were registered with a GP
- 76% of residents had a good attitude to their wellbeing and were proactive in managing their health
- We supported 695 clients living in some of our biggest projects to undergo a TB screening
- 66% of our clients with substance use issues were taking up specialist support
- Our two dedicated Health Coordinators worked with 22 Health Champions across the organisation to promote health and wellbeing in projects and link clients with the right support.

Homelessness – a health issue

63% of our clients have multiple health needs – issues with physical health, mental health or substance use that in most cases overlap. Because of this, we take a holistic approach: working with clients to address their health issues as well as their housing and work needs. So as well as a health check and help to register with a doctor when a client first moves into one of our projects, we also provide ongoing emotional support and advice and link them with other services they might need, such as detox or psychotherapy.

We also do as much as we can to reduce the barriers homeless people face in accessing mainstream health services. In October 2010 we launched a community interest company, Homeless Healthcare, to offer expertise and services around healthcare for homeless people.

Providing the right palliative care

Two years ago we established a pilot service in partnership with Marie Curie, to ensure that any resident with a terminal illness receives the right care at the end of their life. Last year it provided 21 people with palliative care and bereavement support. As the first service of this kind, it has received wide recognition and has been highlighted as an example of best practice by the NHS National End of Life Care programme.



Money, crime, surviving

I was not brought up to beg. It's very degrading, but it's essential, because if you want to eat you're going to have to beg. Sometimes the people just say, 'F off, go and get on f'ing job.'

Maria, 56

When I came out of prison, they wouldn't give me anywhere to live. I wasn't offered hostels or anything. I left prison and that was it. I had nowhere to go.

Stuart, 44

I used to take my socks and shoes off, and walk in puddles and make my feet look really dirty... and they'd say, 'oh look, the girl's got no shoes,' gave me £20, £30, even going and buying me shoes, and it worked.

Tracy, 40

In 2010-2011....

- Our prison based teams worked with around 7,000 inmates in London and the Eastern regions and saved over 1,250 tenancies
- Our community based team supported over 600 ex-offenders on their release from prison
- 50% of those clients still engaging in street activities were working with their keyworker to reduce their involvement
- Our Tenancy Sustainment Team worked with more than 185 people at any one time, helping them to remain in their homes.

Caring for the community

To survive on the streets, many of our clients have been involved in some kind of street activity, such as begging or sex working. In all our accommodation, keyworkers help clients to move away from this, working with them to identify their goals and aspirations and find practical ways of achieving them.

In addition to people already on the streets, we work with thousands of people in the community to try and prevent them from becoming homeless. Our prison based services provide advice and support to inmates who may experience housing difficulties when they are released and our tenancy sustainment and community outreach teams work with vulnerable men and women across London. They offer emotional support and practical help with issues such as bills and benefits, to ensure that people can remain in their homes.

Islington Neighbourhood Link

Our Islington Neighbourhood Link Scheme offers support to people with mental health problems who are involved, or at risk of being involved, in crime. Our team works with other agencies in the area to connect clients with local services, supporting them with their mental health needs and helping prevent them from becoming homeless.



Work and benefits

I just used to get up, go to work, do a bit of gear, have a few beers, you know, whatever. I didn't need beers to actually go to work at that time, but now there's no way I could hold a job down at the minute. No way.

Karl, 44

What I used to do is I used to go to the public toilets, pay the 20 pence to get in... get a good wash and all that, and then go straight to work.

Jason, 39

The job centre people said until the Home Office confirms that I'm entitled to the benefits, I had no status so we can't give you anything. So for five months I was without any money, any job, anything.

Esther, 43

In 2010-2011....

- We enabled 137 clients to find work and supported 1,700 people to engage in activities, skills training or gain education qualifications
- Out of the 17 former homeless people completing our apprenticeship scheme, 13 went on to secure further work within St Mungo's
- More than 170 clients did some voluntary work for either St Mungo's or another community organisation
- We supported the set-up of five different businesses, with and for clients.

Just the job

Despite the challenges they face, such as poor health or educational needs, 65% of our clients have a desire to work, either now or at some point in the future. To help them towards this goal, we offer a large range of activities as well as 11 different skills and employment programmes.

Last year we completed an evaluation of some of our most innovative projects, offering homeless people training in painting and decorating, construction and music production. Out of 117 clients taking part in the programmes over the last three years, 62 achieved an OCN qualification and a further 21 have gone on to paid employment; proving the difference that the right kind of motivation and intensive support can make.

Work Matters

Our Action Week 2010 focused on the training and employability issues homeless people face. We published our *Work Matters* report, which revealed the inadequate support homeless men and women receive from mainstream services. The report and its recommendations for a two stage back-to-work system for long term unemployed and vulnerable people, was presented to MPs and policymakers at a parliamentary reception.



Attitudes to homeless people

And then you get the other people going, 'why are you begging? You don't look homeless,' and all that.... Well, what does a homeless person look like? What does someone who's got no money look like?

John, 44

You're just unseen aren't you? People don't see you, you're invisible. You're just f'ing invisible and people treat you like that because they want to.

Nick, 44

[Homeless people are] treated bad. Low life, dirty junky, prostitutes, worthless dogs, but we're not. We're just somebody... we haven't committed a crime, we just had a bit of bad luck and made a terrible mistake, you know? It can happen to the best of people.

Linda, 52

In 2010-2011....

- Clients conducted peer research about the Big Society and what it means for homeless people
- We submitted 27 responses to government consultations
- 194,073 people visited our website
- We recruited our first eCampaigners to help us raise the level of debate around the issues affecting homeless people
- We had our first Woolly Hat Day, to raise money and awareness of homelessness.

Helping homeless people be heard

Our role is not just to provide services for our clients, but to ensure that their voices are heard by government, policy makers, commissioners and the general public. We have a regular programme of peer research projects, like **Street Stories**, to help us better understand the issues that our clients face and the solutions that will help them.

Last year we set up a Social Policy Forum with our client representative group, Outside In, to develop this further. Every month our Policy Team meet with clients to discuss their concerns about government changes and directly inform our response to them. The group has been very popular, with clients becoming more and more active in our campaigning work – meeting with MPs to discuss their experiences and joining in debates with sector leaders at party conferences and other events.

Campaigning for positive change

We're deeply concerned about the impact that public spending cuts are having on services for homeless people. We've been campaigning to raise these issues at both national and local levels. As well as contacting MPs and councillors, we submitted evidence to a wide range of government consultations and held a public debate called 'Homelessness: past, present and future' at the London School of Economics.



Anxieties and aspirations

I want a flat so I can put my key in the door and I want to go to work every day and be the person I should be. Do you know what I mean?

Karl, 44

Well we all have to think of our future. I mean whether we've got ambition depends on who we come into contact with. Throughout my life, it's people you come into contact with that can decide your future.

Ronald, 71

She's saying to me wouldn't I like to do something constructive, like work with young black kids on the weekend? I need to speak to her again and I need to find out what this all entails, because I would look forward to doing that.

Eton, 48

In 2010-2011....

- 383 clients made a positive move on within St Mungo's
- We helped 1,194 people successfully move in to other accommodation: 23% into general needs social housing, 13% into the private rented sector and 64% into other kinds of accommodation such as other supported housing or living with friends and family
- 25 PAL mentors completed a total of 718 home visits to clients in need of support
- Peer volunteers delivered over 200 hours of training and coaching to clients who were ready to move on from our services.

Moving on

Having a place of their own is an aspiration for many of our clients. However, helping them towards this is as much about building their resilience and wellbeing as it is about helping them find a suitable place to stay.

Last year our Move on Training programme provided training and coaching to 140 St Mungo's clients who were ready to move into their own home. This training is delivered by peer volunteers who have moved on from supported housing themselves. It helps clients to develop the life skills they will need to manage their accommodation and build support networks once they are living on their own.

Peer Advice Link

Our Peer Advice Link (PAL) is an advocacy service staffed almost exclusively by volunteers, who themselves have experienced moving on from supported accommodation. Last year they helped 220 clients with all kinds of issues, from benefit problems to buying essential items for their new homes. As well as providing a vital safety net for people moving on from our services, it has also proved a valuable route into work for the volunteers. So far nine have gone on to find paid employment and eight have begun studying for a qualification.



Recovery

If you're a proud person and you've got problems it's a lot easier to run away from it. But it takes a stronger man to stand and f'ing face that.

Jason, 39

Now I'm actually doing it the proper way, like build the foundations brick by brick... every brick is a new part in my life until my life's completely sorted.

David, 23

I don't want to end up back on the street and it's just nice to wake up in the morning and be able to put the kettle on... without getting up out of a cardboard box in the morning and looking for your next can. That is no life at all.

Ray, 52

In 2010-2011....

- 74% of clients agreed that our services are helping them to make positive changes in their life
- 159 homeless people were involved in personalisation research
- 27 clients volunteered as active members of Outside In donating over 3,500 hours of their time
- 10xBetter programmes ran in 11 different projects involving a total of 217 clients.

A personal journey

The recovery approach is our guiding ethos. At the heart of this is a 'personalised' approach to meeting clients' needs and aspirations. Personalisation recognises that no one recovery journey is the same, by offering more choice to clients and empowering them to achieve their individual goals in a way that best suits them.

In 2010-2011 we developed a transformation programme that will, over the next three years, ensure all aspects of our work are truly recovery orientated and that we embed best practice in personalisation. Our aspiration is that we run as a partnership between clients and staff.

10xBetter

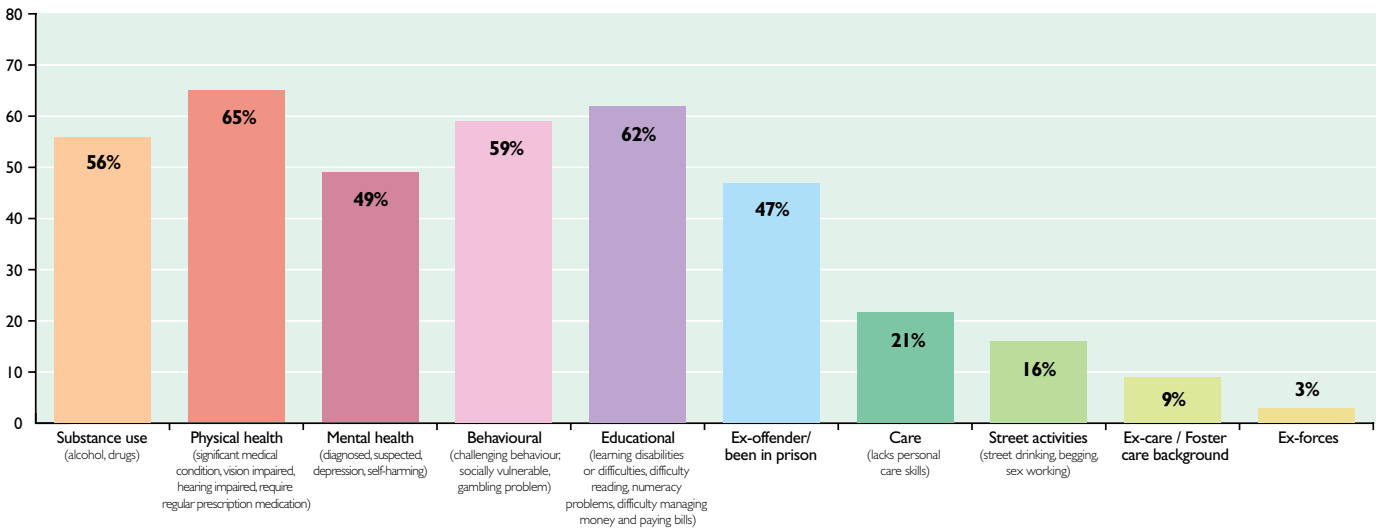
Our client representative group, Outside In, offers peer support in a number of different ways, but one of the most successful is its 10xBetter programme. The scheme brings together a group of clients each week over ten weeks, who agree goals to be achieved by the next meeting. This can be anything from visiting the local library, to getting in touch with a family member, to enrolling on a college course. Overall, clients achieved 75% of the goals they set: helping each other make new steps, however large or small, in their own recovery.

Our clients

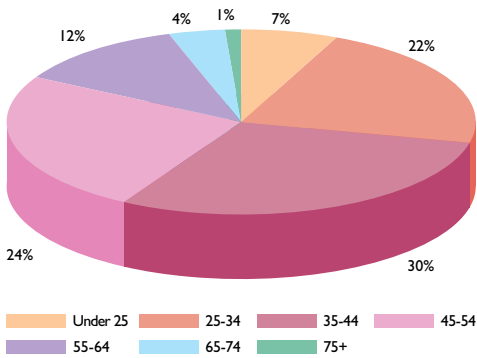
The needs of our clients are as diverse as their stories of the streets. However, some common themes do emerge, demonstrating that recovering from homelessness is about much more than just housing.

Nearly two thirds of our residents are coping with a combination of physical health, mental health or substance use issues. In addition, they may have several other challenges to face in their recovery such as low levels of literacy or having spent time in prison.

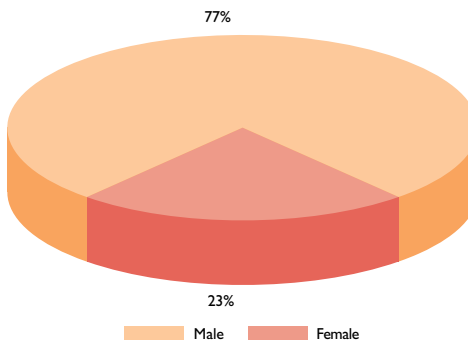
Client needs



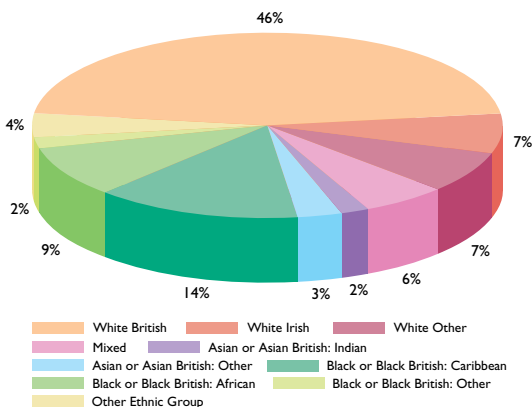
Age of clients



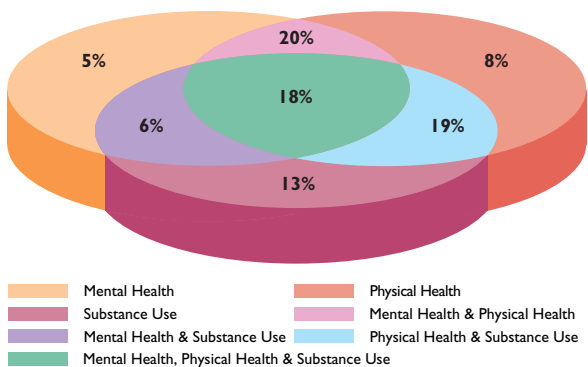
Gender of clients



Ethnicity of clients



Multiple needs



No Substance Use, Physical Health or Mental Health needs: 11%

Outside In



Outside In offers a range of peer support programmes, helping clients to realise their full potential

Outside In is an independent group run by and for St Mungo's clients. It represents the views of our clients and ensures they are involved in decisions that affect them.

They do this through things like peer facilitation – running resident meetings and empowering residents to voice their concerns – and meeting with directors every six weeks, as well as involvement in staff recruitment and training.

Outside In
The voice of 5,000+ St Mungo's clients



Since I joined Outside In I've seen it thrive. Our membership is in the fifties with both core and fringe members. I love the consultation opportunities that Outside In offers and I've enjoyed seeing this area grow – not only are we now working with St Mungo's to improve its service delivery but through our social policy meetings we also have a voice at both local and national government levels. We are also striving to build greater partnerships with agencies to influence decision making further.

Through Outside In I have the opportunity to offer peer support through our 10xBetter and The Escape Plan programmes. I have also co-delivered the Peer Facilitation course and Escape Plan training for other St Mungo's clients. This has had a positive effect on my own self esteem and feedback from clients who attended suggests the same. We are working to expand our programmes, so that we can offer 10xBetter and The Escape Plan throughout St Mungo's and train more clients like me to facilitate them.

I am also involved in a joint project with St Mungo's Pathways to Employment service, to offer a learning space run by clients, for clients. This space will offer all clients the opportunity to share their skills with others in an informal learning environment. Our hope is to expand this project to offer greater opportunity for clients to mentor and be mentored.

My vision for St Mungo's has always been that clients and staff work together as one, striving for the same goals and to break down perceived barriers they may have. Outside In has shown me that this is possible but we still have some way to go to achieve it. I believe that Outside In is designing a model that can benefit other homelessness providers.

Richie Hynd
Outside In member



Over 200 people attended Outside In's sixth annual client conference in 2010

Our finances



We offer a large range of activities as well as 11 different skills and employment programmes

Our turnover of £49.2m last year was 4% higher than the previous year. We made an operating surplus of £2.4m and an overall surplus for the year of £2.6m largely due to cutting back on expenditure and increased fundraising. At the year-end we owned or managed 1,716 bed spaces (of which 24 were in development) across 117 projects. We spent £3.8m on the redevelopment and purchase of supported housing during the year; £2.2m was funded with grants provided by the Homes and Communities Agency (HCA) and the Department for Communities and Local Government. Our newly-built centre in Brent opened at the beginning of the year. As well as providing accommodation for 85 single homeless men it also provides space for both residents and community groups to participate in social activities.

We expect to lose £4m in grants and a further £1.2m in lettings income as a result of the cuts in local government funding. Our largest hostel, Cedars Road in Lambeth, will have decanted all 120 residents by April 2012 as the borough has decided that the bed spaces are no longer needed. We are reviewing our options and have applied for funds from the HCA for redevelopment, but with grant rates decreasing and success with our bids uncertain we have decided to put £1.5m of the year's surplus into our development reserve. We are keeping a close eye on the future impacts of funding cuts and welfare reform on our clients.

At the end of last year we began discussing with our staff and union how the organisation can be 'fit for the future' and survive the cuts being imposed on us by both central and local government. In April 2011 we negotiated an agreement to change terms and conditions, which includes increasing the working week by two and a half hours at no extra cost. We have also been successful in retaining and winning new contracts both inside and outside of London, and continue to look for opportunities to partner with other agencies. In recent months we commenced talks with Peter Bedford Housing Association which we hope will lead to the merger of our two organisations.

Despite our experience in running a large skills and employment scheme for homeless people, we have had limited success in winning contracts from the government for its Work Programme. Our own fundraising however, which helps to support our skills and employment services, increased by 17% over last year, reaching a total of £4.7m. At a time when funding is being cut, this continued and increasing support from donors is greatly appreciated.

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

Income and expenditure account for the year ended 31 March 2011

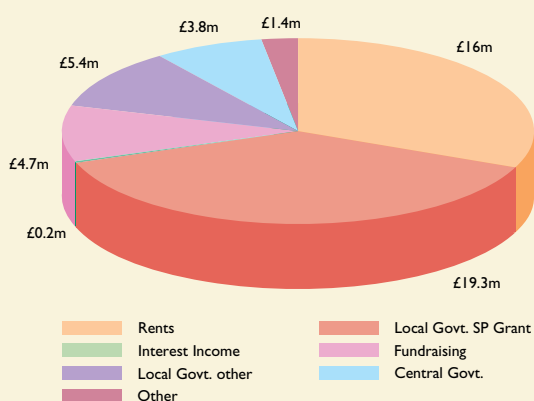
| | 2011 £000 | 2010 £000 |
|--|--------------|--------------|
| Turnover | 49,220 | 47,436 |
| Operating costs | (46,813) | (46,930) |
| Operating surplus | 2,407 | 506 |
| Interest receivable | 188 | 189 |
| Interest payable | (6) | (7) |
| Surplus for the year | 2,589 | 688 |
| Net transfer to designated reserves | (2,160) | (380) |
| Net transfer from restricted reserves | 224 | 458 |
| Retained revenue surplus for the year after reserve transfers | 653 | 766 |

For full, audited financial information please see our *Financial Statements, 31 March 2011* available at www.mungos.org

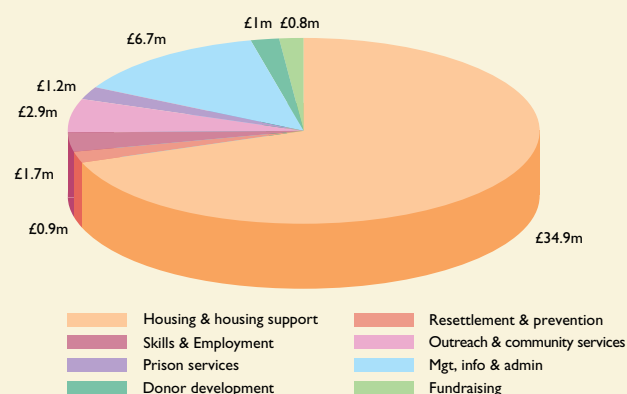
Balance sheet as at 31 March 2011

| | 2011 £000 | 2010 £000 |
|--|--------------|--------------|
| Tangible fixed assets | | |
| Housing properties | 91,806 | 88,031 |
| Social housing grants | (75,078) | (72,837) |
| Charitable & other grants | (9,289) | (9,289) |
| Accumulated depreciation | (558) | (446) |
| | 6,881 | 5,459 |
| Other fixed assets | 240 | 242 |
| Investments in subsidiaries | - | - |
| | 7,121 | 5,701 |
| Current assets | | |
| Debtors | 3,532 | 3,648 |
| Cash at bank and in hand | 12,883 | 11,256 |
| | 16,425 | 14,904 |
| Creditors | | |
| Amount falling due within one year | (7,015) | (6,666) |
| Net current assets | 9,400 | 8,238 |
| Total assets less current liabilities | 16,521 | 13,939 |
| Creditors | | |
| Amount falling due after more than one year | 59 | 66 |
| Capital and reserves | | |
| Share capital | - | - |
| Revenue reserves | 5,964 | 5,311 |
| Designated reserves | 9,825 | 7,665 |
| Restricted reserves | 673 | 897 |
| | 16,521 | 13,939 |

Income 2010-11 by type (totalling £50.8m)



Charitable activity 2010-11 (totalling £50.1m)



Our staff and volunteers



Building positive relationships is the basis of everything our staff and volunteers do

We couldn't provide the quality of services that we do without such dedicated and talented staff and volunteers.

Just as we recognise and celebrate the different backgrounds and experiences of our clients, we value the same in our staff and know that diversity makes us richer as an organisation. Part of continually improving our services is ensuring that people with an experience of homelessness are involved in delivering them. At the end of 2010, 5.8% of our staff members had direct experience of homelessness, exceeding our target of 5%.

Working alongside staff, our volunteers give up their time on a regular basis to provide invaluable services to our clients – whether that's putting on activities, providing advocacy and support or joining our outreach teams on the streets.

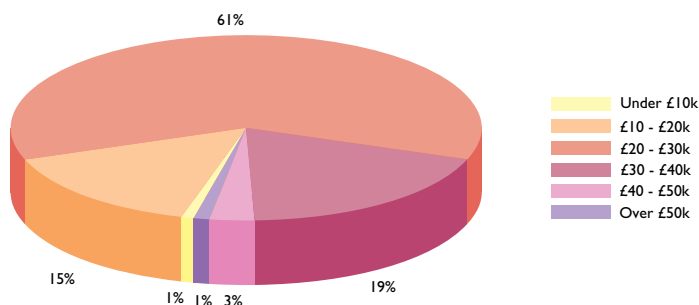
In 2010-2011 more than 200 volunteers donated over 33,120 hours to **St St Mungo's** clients and services – an equivalent of £335,836. 33% of our volunteers had a personal experience of being homeless.

Board members as at 31 March 2011

Paul Doe (Chair)
 Gillian Charlesworth (Vice Chair)
 Bernard Tominey (Hon. Treasurer)
 John Perry
 Julian Coningham
 Dharshini Wilkinson
 Mandy Perrin
 Edwin Hilliard

Our thanks to Wendy Morris, who stepped down as Chair on 29 September 2010, for all her dedication and hard work.

Staff salary breakdown



INVESTOR IN PEOPLE



Diversity Champions
 PROMOTING DIVERSITY IN THE WORKPLACE

Chair's message



I have been struck over the past couple of years by the way in which our clients' life chances seem to have been corroded by early years disadvantage. Abusive and unreliable family relationships have all too often scarred their childhood, and perhaps not surprisingly have caused under-achievement at

school. Forming friendships in such circumstances can be difficult. Unskilled and under-socialised, unemployment is a predictable next step, and they learn early on the anaesthetizing effects of drugs and alcohol.

So I was optimistic when I heard the Prime Minister and other senior ministers pledging that *"the most vulnerable in society"* would be protected whilst the budget deficit was addressed. I should have known better. Perhaps they do not think that people like those I have described above are vulnerable? Perhaps they think, as does one politician I heard recently, that mental illness is a matter of choice. Whatever their view, the reality for those we support and care for is that their welfare benefits will go down whilst their prospect of getting a job remains minimal. It's like being dealt a hand with no trumps.

We will applaud government when it gets things right, but the other side of the coin is that we will criticise it when we

think it has got things wrong. We fear that government's indifference to the fate of local services will be seen to have been a desperate mistake once changes to the benefit system lead to an increase in homelessness, and changes to the employment programme make it harder for those who are already homeless to put it behind them by getting a job.

Against this rather alarming backdrop, I am though enormously proud to have taken over as Chair of such a fantastic organisation. Whenever I go and see at first-hand the tremendous work done by St Mungo's staff, I am always impressed by the personal touch they bring to what they do, and by the genuinely strong relationships they have built up with our clients. Early years disadvantage need not be a life sentence, and our commitment to recovery is pivotal in helping people to discover anew the resources which they carry within them. It has never been more important that we continue to treat people with respect, offer them hope, and help them to leave homelessness far behind them.

I am grateful to Charles and the staff for their tireless work. I also want to express my gratitude to my colleagues on the Board for their energy and support in doing their best to ensure that St Mungo's steers a stable course, even in these turbulent times.

Paul Doe
Chair, St Mungo's

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Our vision is that everyone should have a decent place to live, enjoy good health, and have something meaningful to do – and also have satisfying relationships.

Our mission is to house, support and care for vulnerable and excluded people who either have been, or are at risk of, sleeping rough and homelessness.

Our aim is to make sure that homeless and excluded people can improve their quality of life.

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Thank you to all the St Mungo's residents, volunteers and staff whose photographs and histories appear in this publication.
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St Mungo's 
Opening doors for homeless people