



Together  
we will end  
homelessness



# Annual Report

Trustees' report  
and accounts for  
the year ended  
30 June 2023



Crisis UK (trading as Crisis).  
Registered charity numbers: E8W1082947,  
SC040094. Company No: 4024938.

# Strategic report

This report forms the trustees' annual report and incorporates the strategic report.

The trustees present their report and the audited financial statements for the year ended 30th June 2023. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

# About Crisis

We are the national charity for people experiencing homelessness. We help people out of homelessness and campaign for the changes needed to solve it altogether. Through our services, we support people out of homelessness for good. We do this through education, training, and support with housing, employment and health. We carry out pioneering research into the causes and consequences of homelessness and campaign for the changes needed to end it for everyone, for good.

## Front cover images

**Top left:** Crisis member George taking part in our Make History campaign.

**Bottom left:** Joan in her bridal shop which she opened thanks to support from Crisis' Changing Lives grant programme.

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# Chief Executive's introduction

**These are difficult times for millions in our country and none more so than the thousands of people facing homelessness.**

In the 12 months since our last annual report, rising living costs, soaring rents and a chronic shortage of genuinely affordable homes have pushed those on the lowest incomes further into poverty and driven up levels of homelessness.

As of June 2023, the number of households in temporary accommodation in England has exceeded 100,000. The number of children growing up in B&Bs without a secure home has more than doubled in the space of a year. Numbers of households trapped in temporary accommodation in Scotland and Wales also continue to increase. Government figures show 3,069 people were sleeping rough in England on any given night in Autumn 2022 – up by a quarter on the year before, and almost certainly an underestimate.

We, alongside the rest of the homelessness sector, are seeing rising demand for our services and support. We are also seeing that many local authorities are under increasing and unsustainable pressures, unable to find enough affordable, long-term homes for those in need.

Crisis has always been there for people in hard times. This past year has been one of the toughest ever – and our services, expertise and advocacy have been a lifeline for thousands.

Amidst these challenges, there have been some moments of real hope and optimism this year.

Across Britain, over 9,000 people received our services. We were able to support more people to rebuild their lives away from homelessness, including those with multiple complex needs, such as a history of trauma and abuse and physical or mental health conditions. Through Crisis at Christmas, we continue to offer more intensive support to people sleeping rough. Our move to provide people with their own hotel room and a case worker who can give one-to-one support is resulting in more people leaving rough sleeping behind. It's a transformative and dignified approach that we hope to build on in 2023 and beyond.

For the second year we extended provision to one of our hotels, enabling us to support guests from Christmas to the end of January. A month later, 85% of guests were no longer seen sleeping rough in London.

We've also seen significant progress in our campaign to stop rogue landlords exploiting people in poor quality supported housing, following our Skylight centres raising the alarm on this issue. Working alongside Bob Blackman MP, and with the backing of our thousands of committed campaigners, the Supported Housing (Regulatory Oversight) Bill was passed by Parliament in June. This new law will benefit thousands of people with experience of homelessness, giving extra protection to residents who have serious mental health conditions, who have survived domestic abuse or have been homeless in the past.

In Scotland, we saw the First Minister Humza Yousaf commit to our recommendations on homelessness prevention during the Programme for Government in September. Housing Minister, Paul McLennan, established a cross-ministerial group on homelessness – made up of members of the cabinet from a range of portfolios – and invited Crisis to take part. We were also asked to co-chair a new Task & Finish Group on homelessness prevention, to set out the measures needed to ensure new legal duties to stop people losing their homes are a success.

This year also saw us join forces with Lloyds Banking Group in a new two-year partnership. Together, we are calling for one million new genuinely affordable homes to be built and made available to those on the lowest incomes. Lloyds Banking Group is also supporting us to partner with Homes for Good to develop and launch Good Place Lettings. This new social enterprise lettings agency is a truly exciting development as all profits will be reinvested in providing people facing homelessness, including Crisis members, with access to sustainable, affordable long-term homes.

Raising enough money to fund our work has continued to be very tough this year. Our incredibly generous supporters are, like millions in the UK, having to think carefully about what they can and can't afford in these difficult times. This has meant that fewer people are able to support us and those who still can are donating less on average. At the same time our costs, like everyone else's, have gone up.

To ensure that Crisis remains financially sustainable in the long-term, we have had to carry out a change programme. Very sadly, this has involved some redundancies and a reduction of our services in some areas.

Our services, staff and volunteers offer hope, kindness and a way forward to people going through some of the toughest moments in their lives.

The decision to undergo an organisation-wide restructure has been very difficult for us to contemplate and it's not one we came to lightly. But we had to act to put Crisis' vital services on a secure, long-term, footing.

I gain hope from the daily interactions I have with our members, staff and volunteers – seeing the moment when lives are set on a new path, when self-confidence starts to be restored, when a member gets the keys to a safe, secure home.

As we come to the end of our 2018-23 strategy, Crisis remains relentlessly focused on ending homelessness. We will continue to fight with every ounce of our energy to bring about the changes needed to ensure everyone has a safe, secure and healthy home. Our next 10-year strategy sets out how we will play our part in ensuring the numbers of people experiencing homelessness reverses recent trends and starts to come down. We know it is achievable.



Matt Downie MBE  
Chief Executive

# Chair of the Board of Trustees' introduction

**As Matt outlines in his foreword, this year has been particularly challenging for the many thousands of people facing homelessness, and for Crisis.**

Against the backdrop of rising rents, a chronic shortage of genuinely affordable homes and the continued freeze on housing benefit, our frontline services and political campaigning have never been more needed. At the same time, the increasing cost of living and its impact on our generous supporters means that we've had to make some difficult decisions to ensure we are financially sustainable in the long-term.

We will weather this storm. In all our conversations as a Board with the senior leadership team at Crisis, our focus has been on the needs of our members - and we are committed to minimising the impact of any cost-saving measures on the people we are here to support. Ending homelessness for as many people as possible through our services is, and will always remain, our top priority.

Reflecting over the last 12 months, our frontline teams have continued to work tirelessly to support our members, helping thousands of people to rebuild their lives away from homelessness. Their ingenuity and resolve in the face of this escalating housing crisis deserves real recognition.

I have also been hugely impressed this year by the work of the Venture Studio from Crisis, which is driving innovation by investing in, and scaling up, ventures that accelerate the end of homelessness through entrepreneurship. Most notably, we now have a growing portfolio of companies that are achieving real social impact, increasing access to or the supply of good quality, affordable homes.

A highlight for me has been seeing Crisis partner with award-winning Homes for Good to develop and launch Good Place Lettings, with the support of Lloyds Banking Group. The new lettings agency, which will initially open in London towards the end of 2023, will build on the work that Crisis has been doing for over 50 years to help people leave homelessness behind for good by providing access to quality, affordable homes.

While we can't resolve a system-wide housing crisis by ourselves, we can show the way and set a practical example by providing genuinely affordable, settled homes to people facing homelessness.

I have also been pleased to recruit five new members to our Board of Trustees in the last 12 months. We have been able to recruit a hugely talented new group of trustees and have broadened the diversity of the Board in the process, including through lived experience of homelessness.

Looking ahead, there will be a strategic focus on diversifying our income through enterprise, innovation and strategic partnerships, so that we can put Crisis in the strongest possible position in the years to come.

Crisis will also publish its new 10-year strategy with positivity and a firm resolve to end homelessness. Building on the solutions we know already work, we will draw on the collective power of our communities to deliver our mission. Working in better ways with existing partners, such as local authorities and community organisations, as well as engaging new groups including employers and letting agents, we will build a coalition of people and organisations fighting together for change.



Tristia Harrison  
Chair of the Board of Trustees

# Our year in numbers –

Thank you so much for your support. With your help we...

Supported

## 3,484

people at Christmas with a range of services such as emergency shelter, food, support and advice to leave homelessness behind for good

Supported

## 9,226

people with help and advice to prevent their homelessness

Enabled our partners at

Pathway to work alongside specialist homeless hospital teams. Together, they provided over

## 3,000

people with support, including help finding accommodation, accessing a GP, and addressing mental health issues

Successfully campaigned for

## 1

new law to improve the conditions in supported housing for people who need additional assistance to end their homelessness

Gave our intensive, one-to-one support to

## 5,754

people

Supported

## 837

people to access learning opportunities such as tenancy and employment skills so that they can end their homelessness sustainably

Helped

## 220

people to successfully find jobs

Sustainably ended the homelessness of

## 2,014

people

Published

## 8

research reports exploring our powerful solutions to end homelessness for good

Worked with

## 4,455

volunteers who generously supported us during Christmas, in our shops, our services and more



# George's story

**"It's so important to have a home. It gives you security; it gives you comfort. From a young age, it's life-forming. It gives you stability, it's home. It's your safe place. It's your quiet place. It's your personal space."**

George, 49, is passionate about ending homelessness, having experienced it himself during some difficult periods in his life. He is also a huge supporter of the charity sector, dedicating the last 15 years to being a face-to-face fundraiser for some of the UK's biggest charities, as well as doing some of his own fundraising.

"I've worked as a face-to-face fundraiser for various charities such as, Shelter, Centrepoin, Cancer Research UK, UNICEF, Guide Dogs for the Blind, Red Cross, Breakthrough Breast Cancer, RSPCA and Friends of the Earth."

He was forced into homelessness twice – first in 2007 and again in 2020. The first time Crisis supported him was 16 years ago.

"In May 2007, I was helped by Crisis for the first time. I was sleeping rough at the time and presented myself at the Crisis Skylight on Commercial Street in London. That night, I was placed in a night shelter and asked to go back to the Skylight the following morning. When I went back the following day, I was placed in temporary accommodation for a week and then I was placed in a hostel in Clapham. From there, I moved into a room in south London and soon after, I got back to work. I started fundraising. None of this would have been possible without the backing of Crisis."

In 2020, George was forced to leave the house he was sharing with his ex-partner during Covid lockdown and had to sofa surf at his friend's house. Crisis supported him to find a home and clear his debt.

"I first met Seetal, my Crisis lead worker in late September/early October 2022. After giving her some background regarding my situation and why I was homeless at that time, she got straight to work to rectify my situation. I wasn't working at the time, and she initially told me that I should get back to work as soon as possible as that would help me to gain a secure place to live. She also provided me with invaluable information in dealing with my debt. Again, this was focused on giving me the best chance of securing a permanent place to live. I had numerous messages and calls, as well as face-to-face meetings with Seetal to check the progress I was making. It really felt like she was completely focused on finding me somewhere secure to be.

"I moved into the property on 6th January 2023 which was around 3-4 months after my first contact with Crisis and Seetal. Never in my wildest dreams could I have envisioned having a place to call home in such a short space of time. The support Crisis provide is prompt and very effective.

"I see my daughter quite often now. My son, he works ridiculous hours in hospitality so not so much, but they can come over now. I've got a permanent place so they're not coming round and sitting with mates where I was sleeping on the sofa.

Currently, George is struggling with arthritis and is having to take some off from work. However, now that he has a tenancy agreement, he feels more secure. He is passionate about ending homelessness and

is calling the government to take action and build more social housing. He was involved in Crisis' recent Make History campaign, sharing his personal experiences of homelessness, and signing our petition to the UK Government and all political parties to commit to ending all forms of homelessness nationally.

"Certain things are not going according to plan at the moment [with my health], but I'm more protected with a tenancy agreement now and I'm not going to have to leave again. Without a legal binding agreement, you have no stability, no stability at all.

"We can end homelessness through more social housing. It's that simple.

"I want the government to think differently. There is a misconception. No one wants to be out in the street. No one. Because people's self-esteem has been affected, the system has failed them or they need mental health support, they might be stuck in a cycle. They think they aren't going to get the support that they need. They deserve to be treated with dignity."

## Our strategy: Goal 1 –

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

### What we said we'd do in 2022-23

- **Lead work with the Scottish Government** and other charities to agree what needs to happen to make sure new laws on preventing homelessness are effective. This will be achieved through practice and culture change and by learning lessons from prevention laws in Wales and England. We will work with politicians across the political spectrum to make sure this is a priority across government.
- **Collaborate with the sector, local authorities and other stakeholders** to draft a Bill for Bob Blackman MP to introduce to Parliament strengthening the regulatory oversight of exempt accommodation. We will continue to run a campaign supporting the Bill, and work with government to draft it. Our aim will be to get support for the Bill from government and politicians from all parties so that it is successfully passed into law. This will prevent unscrupulous landlords from exploiting people who need supported accommodation.

- **Hold the Westminster Government to account** on their commitment to end rough sleeping in England by 2024, by highlighting the policy changes they need to make to achieve it. We'll influence government through the All-Party Parliamentary Group for Ending Homelessness following publication of the recommendations from the inquiry into whether the Government is on track to meet this manifesto commitment.

### What we did

**Achieved a huge campaign victory in England** when the proposed law to stop landlords exploiting people facing homelessness finally cleared parliament. The *Supported Housing (Regulatory Oversight) Act* passed into law on 30 June. Our staff and supporters achieved this massive success after months of pressure through our Regulate the Rogues campaign and sharing first-hand experiences of people who use our services. This included organising a Parliamentary briefing where two of our members spoke to politicians about their experiences in exempt accommodation and helped secure cross-party support for the campaign.

**Inspired 5,198 people to sign our open letter calling for change** to Housing Secretary Michael Gove written by Crisis members Ian and Wayne. The much-needed new law will dramatically improve the lives of tens of thousands of people forced to live with the misery of unregulated exempt accommodation. Exempt accommodation is shared housing for people who need support due to homelessness, domestic abuse or mental health. Exempt accommodation landlords are meant to help residents live independently and eventually move to a home of their own. There are many excellent providers. But until now, lack of regulation let rogue landlords exploit the system for profit – leaving people in unsafe, dangerous shared housing with little or no support.

**Conducted an All-Party Parliamentary Group (APPG) for Ending Homelessness Inquiry into the Government's progress on ending rough sleeping.** This included testimony from a number of organisations and people with lived experience both through a series of events and written submissions. The final report was launched with sobering findings that while the Rough Sleeping Strategy has provided relief in some areas, without tackling the wider drivers of homelessness such as the lack of genuinely affordable housing, rough sleeping in England will continue to rise. The APPG Co-Chairs also wrote and met with the Minister, Felicity Buchan, highlighting the changes needed. The inquiry report continues to provide evidence and influence as we continue to feed into the Government's Advisory Panel on ending rough sleeping.

**Worked together with homelessness charity Cyrenians in Scotland** to help the Scottish Government make their proposals to prevent homelessness a success. In August 2023 we published a group report recommending new legal duties for public services. These duties will prevent homelessness by ensuring people in housing crisis get help earlier. We advised they could create a world-leading system, but warned it would only work if properly resourced.

## Our strategy: Goal 2 –

# Ensure that governments in England, Scotland and Wales adopt national plans to end homelessness

### What we said we'd do in 2022-23

- **Convene a review into homelessness law in Wales** to support the Welsh Government's Ending Homelessness Action Plan.
- **Support the Ending Homelessness National Advisory Board for the Welsh Government** in a range of ways, including chairing the Board, and bringing comparative lessons from efforts to end homelessness across Britain and beyond.
- **Make sure that the Scottish Government's plan to end homelessness is delivered as effectively as possible.**
- **Launch a new campaign** focused on the main political parties in England and the next general election, aiming to secure new manifesto commitments on ending all forms of homelessness in England.

### What we did

**Convened an Expert Review Panel** to advise the Welsh Government on how to change the law so homelessness becomes rare, brief and unrepeatable. The panel was chaired by leading academic Professor Suzanne Fitzpatrick. We made recommendations including a call for wider public service engagement on homelessness and abolishing priority need. On World Homelessness Day 2023 the Welsh Government announced its plans for sweeping legal changes, almost all of which were aligned with those recommended by the panel we convened.

**Supported the Ending Homelessness National Advisory Board in Wales**, chaired by our Chief Executive. The Board includes representatives from across charities, local authorities, social housing and the private rented sector.

The National Advisory Board presented its annual report to the Welsh Government in August 2023. It came at a crucial time: the cost of living crisis is pushing more people into homelessness. The government has taken positive steps to meet its five-year Ending Homelessness Action Plan – but they need to do more to meet their ambitious goals. Policy brought in during the pandemic to prevent people rough sleeping being turned away

from assistance is providing much needed support. But the number of households in temporary accommodation continues to rise. More needs to be done to embed a 'rapid rehousing' approach to move people quickly out of homelessness to a home of their own.

**Launched our new campaign, Make History: a future free from homelessness**, demanding action from the major Westminster parties at the next General Election in 2024. We've published our manifesto report including the three key pillars of change we need all political parties in England to commit to, to end homelessness. A follow-on report has also detailed the pragmatic solutions the next Westminster Government can take to end homelessness with homes (the first key pillar). Already, our public campaign has raised awareness on the record numbers of households stuck in temporary accommodation. We've shone a spotlight on the impact for families, often living in one room, and far from support networks, schools and their GP. So far, around 7,000 people have added their name to support us. Just under 3,000 people have also taken our action to write to their MP asking why their party leader hasn't prioritised homelessness and housing.

**Instigated and coordinated** a response to the Scottish Government's consultation on the National Outcomes Framework. This was signed by a number of organisations across the sector including the Association of Local Authority Chief Housing Officers, Homelessness Network Scotland, Cyrenians and others. The National Outcomes Framework is used to measure progress on national wellbeing to create a more successful country where everyone can thrive. The response called for a new outcome on access to adequate housing.



## Our strategy: Goal 3 –

# Demonstrate that homelessness can be ended in local areas

### What we said we'd do in 2022-23

- **Launch Built for Zero in the UK.** Built for Zero is a data driven solution to ending homelessness in specific areas for different groups of people. It redesigns how systems and services work together in local communities so it's possible to respond to real-time need – and to prevent and end homelessness swiftly. It has proven successful in North America, Australia and some other European contexts.
- **Establish Built for Zero in the UK** by supporting a small number of local authorities and their partners to take up the programme.
- **Fund and provide a Built for Zero UK coach for each of the communities involved.** The role of a coach is to help establish high-quality real-time data on homelessness, work on establishing the project's governance structure and encourage communities to work together.

### What we did

**Worked with three local authorities to bring Built for Zero to the UK.** We have secured an agreement to proceed with three Built for Zero communities, which are the London Boroughs of Brent and Islington and Rhondda Cynon Taf in South Wales.

Both Brent and Islington have established and launched their action plans for the next 12 months which includes collecting real-time data on everyone experiencing rough sleeping in their area and working in partnership with organisations from the health sector, social care, criminal justice and local business to improve services. Our work with Rhondda Cynon Taf will start later in the year.

**Worked with Community Solutions in the US,** who connected us to other international Built for Zero programmes to access learning and training opportunities from around the world.

**Launched our Homelessness Covenant** to harness the collective power of employers to make positive changes in their communities and to the lives of millions of people across the UK. The Homelessness Covenant, developed by Crisis and the Department for Work and Pensions (DWP) and Department for Levelling up, Housing and Communities (DLUHC), is a pledge by employers to prevent and end homelessness through inclusive and supportive employment practices. The Covenant will bring together different groups in our communities – organisations across a range of sectors and their staff, local homelessness services and authorities – to find new ways to prevent and end homelessness.

## Our strategy: Goal 4 –

# End the homelessness of more people through our direct services

### What we said we'd do in 2022-23

- **Ensure** that the services we offer our members all reflect the aims of our Client Services Vision Programme and review and research work we carried out. We said that we will recognise that we cannot support everyone and will instead focus on what we can do to have the most impact.
- **Test and learn** approaches to preventing and ending homelessness through our more focused services. We will then share our successes as powerful examples of solutions that work so that they can become part of everyday practice to benefit anyone facing homelessness.

### What we did

**Supported 9,226 people with experience of homelessness, with 5,754 of those receiving intensive one-to-one support.** Of those who successfully left our services, 43 per cent ended their homelessness sustainably – 9 per cent more than the year before. This means people are no longer at risk of homelessness and their needs are being met so they can sustain their tenancies.

**Created a new service model and staff structure** to achieve our 2018-2023 strategic objective of ending the homelessness of more of our members. Our focus has been on ensuring we can support more people with complex needs, like physical and mental health problems, and trauma and abuse.

We developed our service model to respond to growing demand and reduced capacity of public services to meet the needs of people facing homelessness. After the first year of the changes, we have seen an improvement in the proportion of members whose homelessness we have ended. We also recognise that we need to be housing-led and focus our resources more effectively. Our aim is to deliver quality services directly shaped and informed by our members to end their homelessness for good.

**Developed our Crisis at Christmas service in London**, with the support of over 3,000 volunteers. We offered hotel accommodation for 448 guests who would have been sleeping rough without this provision and worked closely with partners like St Mungo's, Single Homeless Project and Thames Reach to ensure people getting accommodation were those most in need.

**Provided an 'extension' hotel for people sleeping rough beyond Christmas** with support from the Department for Levelling Up, Housing and Communities, the Greater London Authority and St Mungo's. Nearly seventy per cent of the 148 guests did not return to the streets at the end of the three-week extension period. A month later this had increased and 85 per cent of guests were not seen sleeping rough.

**Prepared to launch a new lettings agency, Good Place Lettings**, making renting easier and more affordable to people who would otherwise be homeless, in partnership with Homes for Good, Scotland's first social enterprise lettings agency. When launched, it will reinvest all profits into boosting access to, and supply of, high-quality homes for its customers, including Crisis' members. We have received a range of invaluable support from Lloyds Banking Group on the project.

## Our strategy: Goal 5 –

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

### What we said we'd do in 2022-23

- **Complete the transformation** of how our Crisis Skylights work, ensuring our teams have the capacity and expertise to support people excluded from help or who have complex needs. We said that each person who needs intensive support will be assigned a lead worker from the appropriately skilled team.
- **Run training on modern day slavery** so that all employees who work with our members can identify the signs.

### What we did

**Supported 395 people leaving prison with 128 moving into stable accommodation.** The Liverpool City Region Combined Authority awarded Crisis Skylight Merseyside a contract to deliver support for three years.

**Helped 60 people with multiple and complex disadvantage through our Housing First service in London and Newcastle.** Through the service we provide unconditional housing and intensive long-term personal support without requiring people to prove they are 'housing ready' (for example, completing a treatment programme). Our approach is flexible and tailored to the aspirations of each person: giving them choice and control over their housing and support. An independent evaluation assessed our service as operating a 'high fidelity' model.

**Worked more with other organisations** providing information, advice, guidance and signposting to appropriate services. A review of our delivery model showed we were not always the right service for people who approached us. Sometimes people needed more specialised support for challenges like substance misuse or fleeing domestic abuse. In some cases, with the right help, people can access statutory services or can be

supported to access other specialist voluntary organisations who could provide the help needed.

**Ensured people got the right support and a lead worker** (one staff member acting as a consistent point of contact for people using our services) through our updated structures. We have also developed our psychologically informed approach (PIE) to working with members. Through this approach we can better support people, in particular those who have experienced complex trauma, out of homelessness by building trusted relationships and empowering them to make changes in their lives.

**Made sure our service model is inclusive and tailored to what our members want.** For example, instead of putting on a series of classes and inviting people to attend, we ask members what they need and develop our offer around them.

**Provided modern slavery training** to all staff working directly with members so they can recognise the signs and know how to report it – ensuring members get the right support. We also plan to develop our case management systems to be able to collect data around modern slavery cases.



# What's next: our new 10-year strategy

2022/23 is the final year of our current strategy. Our next strategy will run for 10 years, enabling Crisis to think bigger and spend the time needed to overcome the barriers to progress, do things differently to inspire through success, and back others who also care about ending homelessness. It is no longer a question of whether homelessness can be ended, but how we can introduce proven solutions. We want to achieve this alongside others who share our vision, especially with the skills and voices of people with lived experience of homelessness.

In 10 years' time across Britain, we want the number of people experiencing homelessness to be going down, and the end of homelessness in sight. We will achieve this through the following aims:

- Securing the policies that solve homelessness
- Delivering services that end homelessness for people and places
- Building a community of people across Britain that is helping to end homelessness

A vital part of delivering our 10-year strategy will be investing in our people and culture. The people and culture strategy will run alongside our 10-year strategy, and will focus on empowering our staff and volunteers to maximise their potential in a values-led, inclusive, and positive environment.

We will publish our 10-year strategy in 2024 and this will include a review of what we achieved and learnt through our 2018/19-2022/23 strategy.

# Tackling homelessness and health inequalities together

People who have experienced homelessness are more likely to have poor physical and mental health than the general population. When we don't have a safe and secure home, we face physical and psychological dangers that can damage our health. And when we are ill, it's harder to get the help we need. It's clear that not only do we need to work on solutions to prevent people from being forced into homelessness in the first place, but that we also need to ensure the right healthcare support is available for people to end their homelessness when it happens.

Our partnership with homeless health charity Pathway, ensures that people facing homelessness get the healthcare they need.

Pathway's key achievements this year:

- Provided 3,000 people with support, including help finding accommodation, accessing a GP, and addressing mental health issues, through specialist homeless hospital teams.
- Won the 2022 London Homeless Awards for their partnership work in London hospitals. Welcomed 423 delegates to the eleventh Faculty for Homeless and Inclusion Health international symposium to share pioneering new research and best practice on tackling health inequalities for people facing multiple exclusions.
- Supported seven Integrated Care Systems to provide better healthcare services for people facing homelessness and other inclusion health groups, through a new partnership with Groundswell and The King's Fund.
- Featured in the film "Home-Less?", commissioned by NHS England. Members of our Lived Experience Group shared their

stories, aimed at influencing mainstream NHS staff to better understand the experiences of those facing homelessness.

## Improving inclusion health services

Pathway has launched a major project with The King's Fund and Groundswell to improve learning and understanding of inclusion health services in seven Integrated Care Systems (ICSs) across England. ICSs bring together all the organisations responsible for delivering health and care for our communities and are a vital opportunity to improve integration for people facing homelessness. The project has helped organisations including NHS services and local authorities to share learning with each other on what works to make healthcare more accessible for people excluded from services. This has included specialist GP services for people experiencing homelessness and improved data gathering.

Pathway partnered with Marie Curie to deliver its end-of-life care work for people experiencing homelessness who have advanced ill health.

An online toolkit has been developed to support staff working in homelessness to identify people with palliative care needs and improve the quality of care they receive.

### Building a network of Pathway teams

Pathway supported the establishment of a new team in University Hospital Plymouth in August 2022. This joins five teams in London - St George's, Imperial, Homerton, Croydon and Outer North West London - and three teams outside London: Hull, Leeds and Salford. The Pathway multi-disciplinary teams ensure that patients facing homelessness receive appropriate care in hospital such as visits and support, improve the care that they receive, including that alcohol dependence issues are addressed appropriately, and plan for their discharge from hospital, including finding accommodation where possible. This year we have also completed health needs assessments in Plymouth and in Devon more widely, which found that both areas would benefit from co-ordinated responses to the healthcare needs of their homeless populations. This led to the commissioning of a Pathway team in Plymouth.

### Policy and research

For the second year Pathway partnered with Homeless Link and Groundswell to deliver policy and practice projects under the auspices of the Homeless Health Consortium, part of the NHS England and Department for Health and Social Care Health and Wellbeing Alliance. Pathway developed and delivered online training for staff in A&E aimed at improving responses to people experiencing homelessness, by focussing on mental capacity and self-neglect.

Through funding for London-wide substance misuse commissioners, hosted by the City of London, Pathway looked at the experiences and outcomes of people accessing new London-wide detox beds provided by Guy's and St Thomas' NHS Foundation. They will explore what happens to patients when they are discharged from hospital and provide evidence for people commissioning services to assess how they can better design services to address substance misuse.

The Homelessness Reduction Act introduced a new duty for local authorities to prevent homelessness for up to 56 days of people being at risk of losing their home. Pathway and Crisis have carried out a large research and policy project to look at how hospitals are working with councils to identify people who are at risk of homelessness and whether further laws are needed to improve practice and ensure hospitals and health professionals do more to help people facing homelessness. The final report will be published next year.

# Raising funds to end homelessness

Over the last year our wonderful supporters – individuals, corporate partners, trusts, foundations, national and local government, community groups and legators – helped us raise more than £59m. It was inspiring to receive such amazing support during a cost of living crisis and a year of many other global emergencies.

## What we said we'd do in 2022-23

- **Work hard** to ensure our fundraising messages resonate strongly with our supporters and the general public to show how Crisis is even more important during these incredibly challenging times.
- **Ensure** our digital capability and environment meet the expectations of supporters so that they can donate and communicate efficiently with us online.
- **Increase** the ways people can support us by offering more year-round opportunities, in addition to Christmas, to be part of the Crisis family and our solutions to end homelessness.
- **Launch** a strategic partnerships approach for businesses and organisations that want to have a key role in ending homelessness. We set out to ensure our partnerships will not be based on cash gifts, but instead on joint ways of working that can help end homelessness. This could involve exploring providing suitable accommodation, employment opportunities, training and many other areas where businesses can have a direct impact.

## What we did

**Raised £59m** thanks to the generosity of our incredible supporters who believe in a future free from homelessness. We're grateful to them all – from individuals to community trusts and government partners. However, with so many households feeling the pressure of rising living costs, fewer people have been able to support us, and those who still can are donating less on average. This meant we fell short of our overall target by £4m.

We have continued to innovate and refine our approach to ensure our message resonates with our supporters and the general public. We have also set out a new fundraising strategy that will support our long term goals to end homelessness.

**Innovated through our fundraising** to meet supporters' changing expectations. In response to the cost of living crisis, we offered the opportunity to split their Christmas gift into three monthly donations rather than donating all at once. The test encouraged new supporters to donate to Crisis at Christmas and audience interviews showed that people appreciated the flexibility, especially when they were being mindful of their own finances.

### Joined forces with Lloyds Banking Group

in a new two-year partnership to help tackle the shortage of good quality, affordable homes in Great Britain. Together, we're calling for one million new genuinely affordable homes to be built and made available to those on the lowest incomes, with a focus on supporting people at risk of, and experiencing homelessness.

Our partnership will fuel us to work together with Homes for Good; Scotland's award-winning social enterprise letting agency to launch Good Place Lettings, a new social lettings agency. The new agency will reinvest all profits to provide people with access to sustainable, affordable long-term homes particularly those in the most need, including Crisis members.

Lloyds will also support and expand our Changing Lives grant programme. The programme enables people experiencing homelessness to progress into education and employment and start small businesses. Lloyds staff will also be getting involved with fundraising, volunteering and sharing skills and expertise.

Through our Activate the Nation work we will raise greater awareness and understanding of homelessness and the challenges people face with people working across Lloyds Banking Group. We will create training materials and support 60,000 staff working across Lloyds branches to better support their customers facing homelessness.

### Secured a strategic partnership with Virgin Media O2

to provide 2,000 mobile devices plus free data and digital skills training to help our members access vital services and remain connected in an increasingly digital world. Virgin Media O2's support will also fund a Digital Inclusion Officer to co-ordinate the partnership which will work to improve access to connectivity, technology and digital skills for people experiencing homelessness. They will also provide vital devices, infrastructure and expertise to help us deliver our Christmas services. Strategic partnerships are a vital way to diversify our income to build a sustainable financial future and support our new 10-year strategy.

### Secured a partnership with Specsavers for Crisis at Christmas 2022 and beyond to broaden access to vital healthcare services.

This well-known healthcare retailer became the first corporate partner to sponsor our Crisis at Christmas campaign, providing free eye care clinics for Christmas guests at our centres throughout the country. Nearly 40 people attended appointments and received new glasses in Birmingham, Newcastle, Oxford and Swansea. Following the success of the partnership, Specsavers will be sponsoring the Christmas campaign again in 2023 and has committed to providing their services in all of our Skylight centres, including offering audiology screenings in London. They have also committed to opening a dedicated wellbeing space in our Skylight centre in Edinburgh that will offer year-round health and wellbeing services, such as dentistry, podiatry and hairdressing, as well as eye care, to people experiencing homelessness. In addition, they are funding a new permanent eye care clinic in our Skylight centre in London, which will be run by Vision Care for Homeless People.

# Volunteers make our work possible

## During the year:

**4,455** volunteers worked to help us end homelessness.

**3,424** volunteered through Crisis at Christmas in England, Scotland and Wales.

**971** supported us in our shops, services, offices, and fundraising activities.

## Thank you to our amazing volunteers

Volunteers make our vital work possible. They help support people out of homelessness and campaign for the changes needed to end it altogether. We're incredibly grateful for their time and energy.

It has been challenging recruiting volunteers for our shops. Following Covid-19, fewer people have been volunteering and some volunteers didn't return after the pandemic. Despite this, our enthusiastic volunteers worked hard to offer fantastic customer service. During the year we opened new stores in Camden and Brick Lane in London. Their success has been driven by our volunteers' time and energy.

## Giving volunteers a better experience

We worked hard to give our valued volunteers a better experience with us. Our new MyCrisisVolunteering system enabled them to apply for roles and learn in one place online. This has provided them with a seamless and intuitive experience with us. As the system develops, we look forward to learning more about our volunteers and understanding how we can use their feedback to improve.

## Updating our volunteer roles

We revamped our volunteer roles to ensure they better complement the work of our staff to end homelessness quickly and sustainably. Volunteers will help members when they first engage with our service, finding out what support they need from us. Plus, our new Home Mentor Volunteers will support members as they start their new tenancies. Community Link Volunteers will ensure members don't become isolated when moving to new areas.



Our Volunteer Advisory Panel continued to offer the guidance and insight that only active volunteers can bring to a range of different policies and projects. The nine volunteers on the panel meet every six weeks and help shape what we do.

### Supporting Crisis at Christmas

Our Christmas guests consistently tell us how important volunteers are to Crisis at Christmas. They say that being able to sit and have a conversation with a volunteer, who'll simply listen to what they say, provides a unique and simple humanity to the service we provide. Volunteers power all of our Christmas services, including at our Skylight centres across England, Scotland and Wales. Last year, we had over 100 volunteer roles, from welcoming our guests to chefs, entertainment, health-related support and advice and guidance to leave homelessness behind for good.

**"I love being with the volunteers. There's a few of them that I'd adopt! I love being pampered. I feel relaxed. I'm not dwelling on the past."**

Crisis at Christmas guest

## Bee's story

**"Charity shops have been my hobby since I was a kid. Everything I'm wearing today is from this store," says Bee, 29, who has volunteered at Shop from Crisis Islington since September 2022.**

"Islington is full of amazing charity shops. I live nearby and I've always shopped at the Crisis one. I'd been wanting to do some volunteering, and I thought this was the perfect place because I'd be in here anyway!

"Honestly one Sunday I was buying something in here and I was like 'Can I be a volunteer?' And they were like 'Yes, just fill in the application'. Now I'm here every Saturday and I love it. Instead of spending half an hour trying on clothes, I spend all morning selling them.

"I do a bit of everything. On the till, sorting things, steaming clothes, and keeping the store nice. You get gift aid and health and safety and till training.

"I did retail in my early 20s; I used to be a barista. I thought I'd lost all my customer service skills and become just a grumpy worker who sits in an office all day, but it's been nice to remember that I can get out there and chat with strangers. You meet such a wide range of people – staff and volunteers.

"People are so much fun just to talk to, even if they don't buy. We've got one lady, who loves purple. If we have anything purple, she's always there! And I like to compliment people's outfits because we have super fashionable people coming in. Sometimes in London you can't be like, 'You, stranger, you look great.' Doing it in here is good because they can't escape!

"I work in a production company that does the development for film animations and documentaries. I get to read a lot of new books, looking at rights to adapt and stuff. I enjoy it but it can be quite stressful, and I find volunteering for Crisis very relaxing. When I've had a really long week, it's something to look forward to. I feel like I'm having a good time and I'm helping out.

"Homelessness is such a pressing thing. You're surrounded by it every day: I think if you are experiencing homelessness, you'd want to know that people care.

"People donate their stuff to Crisis because they want to help and I think that's incredible, but it shouldn't be left to us. Crisis shouldn't have to exist. There needs to be laws and help on a grand scale. It's disgusting that we live in one of the richest countries in the world and people can't afford to feed their kids. Or they're living in hotels. More needs to be done by the people who have the power to do it.

"Surely, it's a human right to have a roof over your head, a safe place to be, to know that you're secure and no one is going to hurt you? Everyone has the right to that."

# Venture Studio from Crisis

We're on a mission to accelerate the end of homelessness for good through entrepreneurship. We invest in and scale ventures that end homelessness for those experiencing it or prevent homelessness from happening in the first place.

## This year we:

- **won** the Social Impact Award at the 2022 UK PropTech Awards
- **shared** our ambition to create a philanthropic fund – This Venture Fund Ends Homelessness
- **made a commitment to invest** in Grand Bequest, a platform powering communities to turn empty buildings into impact investments to deliver new social housing at scale
- **connected** our companies to more than 23 investors, and eight potential customers, and helped put both investors and customers in the spotlight.

## Our portfolio

Our portfolio includes a mix of companies achieving social impact and financial return through cost-effective and fast-growing business models. They all work to increase access to, or supply of, good quality, affordable homes.

## Building more affordable homes

Agile Homes builds high-quality, low carbon, affordable homes using modern, rapid construction methods. Their approach puts people, planet and community at the heart of everything they do by providing skills and training in sustainable construction as part of their social value model.

This year, Agile Homes welcomed four people, released from prison on temporary licence (ROTL), to CLiCS, its centre for low-carbon & innovative construction skills. Through their partnership with the Ministry of Justice, several other prisoners helped build homes for Agile clients in prison workshops.

In 2022/23, Agile has secured contracts to build up to 200 genuinely affordable homes in 2023/2024.

## Getting families into secure homes

Bridge Housing Solutions (BHS) are building a tech-enabled platform that brings together data from thousands of Housing Association websites to help families find long-term, quality homes and leave temporary accommodation quickly.

From January to June 2023 BHS helped create 331 tenancies. Over the year they also helped local government save £22,068,000 by sourcing social housing tenancies, rather than private sector accommodation.

## Promoting fairer financing

Pfida is a unique ethical financial tech company that has created a debt-free model of financing homes. Their mission is to provide everyone with equal and fair opportunities to save, invest and own a home without interest and debt.

Their ethical, Shariah-compliant solution has attracted over 8,700 people looking to purchase a home through their Home Provision Scheme.

From July 2022 to June 2023, Pfida financed 44 properties, with 19 more completions since and 35 customers currently on their home buying journey.

## Unlocking new housing

Lanu uses technology to produce 3D models and costings to determine the planning possibilities of existing properties. They are working with us to help transform existing housing stock and create more affordable housing.

Between July 2022 and June 2023, they supported around 40 people and companies with understanding planning options through the planning advice service on their website.

## Transforming empty buildings

There are over 600,000 empty buildings in the UK. Property tech company Grand Bequest wants to bring this unused housing back into the market at social rent levels. Their target for 2024 is to analyse 100,000 dormant properties for development potential and make 11,000 available as investment opportunities on their platform.

## Making urban planning smarter

Through harnessing the power of technology, data science and software engineering, Urban Intelligence is helping local councils create smarter plans to meet the shortfall in housing provision. They achieved their 2023 impact target of 15 public sector organisations using their software to help meet housing targets. Urban Intelligence also received the Real Estate Digital Outstanding Achievement Award and Productivity Award at the 2022 EG Tech Awards.

## Transforming Payroll Giving

GoodPAYE is transforming employee giving by enabling charities to engage with individual supporters directly and share the impact of their donations. They launched their platform in September 2022, with Crisis being one of the first employers on board. Over the past year, GoodPAYE has worked with more than 35 charities and 25 employers. They were the winners of the FSB London Start-Up Business of the Year Award in 2023.

### Of our 11 founders:

**36%** are female  
**36%** have lived experience of homelessness – or been at risk of homelessness.  
**27%** are from Black, Asian and other minoritised ethnic communities

## Changing lives

Our Changing Lives grant programme supports members to start new businesses and pursue their career goals by providing funding for training, education, tools or equipment.

Our two-year partnership with Lloyds Banking Group will help us expand beyond our members. Now other organisations supporting people experiencing homelessness have access to Changing Lives grants. This empowers more people to transform their lives and find their own way out of homelessness – with dignity and pride.

## What we've achieved

**£55,016** awarded in grants

**38** applications funded including **11** ideas for new ventures

### Since getting the grant:

**67%** of recipients strongly agreed their confidence and self-esteem improved

**67%** strongly agreed they were more likely to get a job

**80%** strongly agreed they had benefited from meeting people in their chosen fields through the support and training offered during the programme

# Our people

## What we said we'd do in 2022-23

- **Implement a new Wellbeing Advisory Group** responsible for embedding our Wellbeing Framework and leading Crisis' wellbeing agenda.
- **Roll out our new organisational values** and ensure they are embedded into our ways of working throughout Crisis.
- **Make sure that lived experiences of homelessness truly inform and improve the work we do.**
- **Work closely with our Equality, Diversity and Inclusion Team** to ensure the opportunities we offer members reach people with lived experience from a wide range of communities and backgrounds.

## What we did

**Launched our new Wellbeing Advisory Group.** This ensures everyone is represented, focusing on Client Services staff, addressing staff survey findings and helping us support staff wellbeing.

**Exceeded our targets to build a team of Mental Health First Aiders.** Now one in seven of our staff are trained to promote wellbeing, listen to colleagues and signpost them to resources and support.

**Expanded our Experts by Experience Panel** to a network of people with lived experience of homelessness from inside and outside Crisis' membership. The network contributed to 71 projects, with 90 people with lived experience of homelessness getting involved 631 times.

**Formed a Lived Experience Advisory Board** which is a sub-committee of the Board of Trustees, ensuring the views of people with lived experience are represented at our Board in key decisions.

**Established a Member Advisory Group** to ensure our services are informed by, and developed alongside, people who use them.

**Established our Experts by Experience Innovation Forum.** This is a platform for people with lived experience of homelessness to get more involved in our work, helping move towards a more equitable relationship between our staff and people we support.

**Strived for excellence on representation, accessibility, and inclusion in our work.** We have made great progress over the last year. Half of our most recent Experts by Experience identify as Black, Asian or from a minoritised ethnic background – twenty per cent more than last year. We are now working to ensure our progress is sustainable and will grow and improve.

**Co-designed a co-production training package** with people with lived experience of homelessness. This supports staff to build knowledge and confidence around involving people with lived experience in the design, development and delivery of our work.

**Committed to developing a People and Culture Strategy,** laying out the foundations for building a truly human-centred culture. We have listened to what colleagues need to be happy, healthy, motivated and enabled to do their best work. We have consulted widely on refreshing our values. Plus, we have looked to peers inside and outside the sector to strengthen our understanding of what a good People and Culture Strategy looks like.



# Ensuring equality, diversity and inclusion

Equality, diversity and inclusion (EDI) is key to our organisational success. We recognise and celebrate diversity and value the differences and unique insights of all staff, volunteers, and members. We must also address the fact that homelessness discriminates and disproportionately affects people from particular groups and backgrounds, with routes out of homelessness harder for some people because of systemic discrimination.

## What we said we'd do in 2022-23

- **Improve the diversity of our Board of Trustees** to govern Crisis more effectively for everyone.
- **Embed equality, diversity and inclusion** through Equality Impact Assessments. These assessments help ensure decisions are informed by their impact on equality, diversity and inclusion.
- **Upgrade the quality of our equality data** and harness this information to make positive changes.
- **Launch an effective way for our people to report harassment, bullying and victimisation** and ensure incidents are investigated fairly and empathetically.
- **Ensure everyone who works with us clearly understands our values and responsibilities** on equality, diversity and inclusion – from employees to volunteers.
- **Listen to the voices of our members** to complete our research into how homelessness disproportionately affects people from particular groups and backgrounds.

## What we did

- **Significantly improved** the diversity of our Board through the recruitment of five new trustees from a range of backgrounds, including those with lived experience of homelessness.
- **Embedded** our Equality Impact Assessments. These assessments help us understand how our decisions affect different people – and make sure no one is negatively affected.
- **Upgraded** the quality of our equality data. We now have data on 86% of our staff's ethnicity and improved information on other protected characteristics (which include age and sexual orientation). We use this information to understand how different people experience Crisis and how we can become the best we can.
- **Launched** our Tell Jane bullying, harassment and discrimination telephone hotline in December 2022 and promoted it across Crisis as part of our prevention work.
- **Released** new guidelines to ensure our content authentically and accurately reflects the experiences of people experiencing homelessness to be as inclusive as possible.
- **Provided** a range of opportunities for our staff to learn about how racism and discrimination can impact people's experiences. For example,

for February's Race Equality Week we explored topics such as the meaning of antiracism and microaggressions.

**Continued** our research into race and homelessness. We know minoritised communities are more likely to experience homelessness or insecure housing. We continue to investigate the connection between how racism in areas like education, employment and immigration affects people's lives.

## What we will do

**Publish** our research into the link between racism and homelessness and use the findings, alongside other people's work, to raise awareness, demand change and shape our services.

**Understand** how we can meaningfully embed EDI in our organisational culture and practices through a thorough review of our policies and data, and engaging with people working across our organisation.

**Support** our senior managers to ensure we develop as an anti-racist organisation. This will help us ensure we have the skills and insights needed to lead Crisis in the interests of staff, volunteers and members.

**Ensure** everything we do supports our aims, values, culture, behaviours and the experiences of our people.

**Improve** our reporting and accountability to fully include equality, diversity and inclusion.

**Support** our five Staff Diversity Networks to celebrate our differences and develop an inclusive culture.

# Thank you

Accenture	Ian Cosh	Sachs Foundation
Alauddin Rahman	Jane Jewell	Shamir Dawood
Andrew Moncrieff	Janet and Peter Winslow CBE	SimplyHealth
Anthony C Walker	Janet P Smart	Sir Quentin Blake
Audrey Wheeler	Joan P Hardy	Smurfit Kappa UK Ltd
Batchworth Trust	JobCentre Plus	Specsavers
Department for Work and Pensions (DWP)	John W Gorton	Suzanne Lane
Bensons for Beds	Joy Wingfield	Swansea Council
Brian McClintock	Joyce Taylor	Taylor Wimpey UK Ltd
Bryan Beeching Cox	Judith Olwyn Todd	Terry J Cann
Bryan Thomas	Kao/John Frieda	The 29th May 1961 Charitable Trust
Comic Relief	Kevin Rowland	THE BERKELEY FOUNDATION
Constance Travis Charitable Trust	Knight Frank	The Disrupt Foundation
Dame Mary Perkins	Liverpool City Council	The J Davy Foundation
Davina Francescotti	Liverpool City Region Combined Authority	The Material World Foundation
Derek H Wyles	Lloyds Banking Group	The Mill Charitable Trust
Derek M Mulquin	Oak Foundation	The National Lottery Community Fund in Wales
EDF in the UK	PAN LONDON SHPS	The Watches of Switzerland Group Foundation
Elizabeth Grenfell	Patricia J Counsell	The Wimbledon Foundation
Ernest Hecht Charitable Foundation	Paul G Milne	Tristan Richardson and Caroline Wallace
EY	Paul Smee	Tristia and Andrew Harrison
Greater London Authority	People's Postcode Lottery	Vida Homeloans
GROUNDSWELL	Prospect Housing	Virgin Media O2
GSK	PwC Foundation	Wolfson Foundation
Guido Barzini	QBE Foundation	Zoopla
Hauser & Wirth	Reginald Barnes	
Housing Justice	Richard Waite and Jennifer Hayward	
	Royston Pert	

## Structure, governance, and management

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

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

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

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

### Structure

Crisis UK is a registered charity and a company limited by guarantee and is governed by its Memorandum and Articles. The charity has two wholly owned subsidiary undertakings,

Crisis at Christmas Limited and The London Pathway.

Crisis at Christmas Limited is a trading company. The principal activities of the trading company are sponsorship and miscellaneous trading activities.

The London Pathway (Pathway) is a charitable company transforming health services for homeless people.

### Trustees

At the time of approval of this report, the Crisis UK's Board of Trustees comprised 13 members who meet at least four times a year to review strategy, business plans and operations. In addition, trustees meet for an in-depth review of Crisis' past performance and future strategic direction.

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

Trustees are recruited through national recruitment campaigns, although personal recommendations are also used where specific skill sets are required. All successful candidates are selected through a rigorous interview process involving the Nominations Committee and the Chief Executive.

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

### Trustee sub-committees

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

*The Finance and Investment Committee*, comprising a minimum of three trustees and a maximum of two co-opted members with specialist financial expertise. This committee is responsible to the board for:

- assessing and monitoring the financial performance of the charity
- overseeing the charity's financial planning and forecasting
- determining the strategy and management of investments, ensuring appropriate reserve levels and generating appropriate returns
- overseeing all investments made by the charity through the Venture Studio.

*The Audit, Risk and Assurance Committee*, comprising a minimum of three trustees and a maximum of two co-opted members with specialist financial expertise. This committee is responsible to the board for:

- reviewing and monitoring the effectiveness and status of the risk management framework and organisational risk register and regularly reviewing and monitoring the principle strategic risks
- reviewing relevant financial and performance reporting to provide assurance on the management of emerging financial and operational risks
- recommending additions and changes to key organisational policies
- monitoring compliance with legislation and organisation policies
- recommending the appointment of auditors, their remuneration and terms of engagement
- considering reports of external auditors and any external audit plans and assessing the effectiveness of the external audit process and management responses
- considering the need for an internal audit function or other processes to be applied to provide assurance that the internal controls are functioning as intended and to monitor such work.

*The Client Services Governance Committee* comprises a minimum of three trustees and was established to:

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

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

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

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

- making recommendations to the Board on the extension of a trustee's term of office
- recruiting and recommending new trustees to the Board. Further committees of selected trustees are set up as and when required to review specific issues, to which additional specialists are co-opted if appropriate.

*The Housing Supply Committee* comprises a minimum of three trustees and was established to:

- oversee and advise on the development of work in relation to the provision of Housing Supply for Crisis Members
- oversee and advise on the development of a commercial ethical lettings agency as a priority action for the benefit of Crisis Members
- satisfy themselves that Crisis' Housing Supply services are delivered safely and professionally, in line with Crisis' Housing Standards, and to provide this assurance to the Board
- act as a forum for scrutiny and review of governance across the Housing Supply workstream.

### **Related parties and relationships with other organisations**

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

The London Pathway (Pathway) is a wholly owned charitable subsidiary. Crisis and Pathway have an operating agreement setting

the terms of operations and Crisis governance of Pathway's operations.

### **Senior Leadership Team**

The trustees delegate the day-to-day operations of the charity to the Senior Leadership Team (SLT). The SLT comprises the Chief Executive and other members with clear lines of responsibility for specific areas of the organisation. The trustees have worked with the SLT to develop the longer-term strategic plans for the charity. Responsibility for the implementation of the plans is delegated to the SLT through agreed annual business plans.

### **Remuneration policy for key leadership personnel**

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

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

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

The remuneration of members of the senior leadership team is determined by the Remuneration Committee which gives due consideration to the above framework.

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

### **Staff and volunteers**

Our staff and volunteers are vital to our organisation's ongoing success. They dedicate time, skill, and passion to delivering the best possible services for homeless people. We are extremely fortunate in that we can call on the support of thousands of volunteers each year to support our services. Their contributions are invaluable to our work and help shape the unique character of our charity.

### **Policy for employment of disabled persons**

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

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

Our disability leave policy ensures understanding of the separation of disability-related absence from sickness absence, so that time off related to disability is not seen as 'sickness' ensuring that an individual's entitlement to sick pay is not affected by absence related to their disability.

### **Diversity**

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

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



- women
- disabled people.

The networks:

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

### Employee information

We place great importance on ensuring employees are regularly updated and have appropriate opportunities to engage with senior management. The Chief Executive holds all staff gatherings on a quarterly basis where he celebrates achievements and discusses important topics including future plans, finances and the external environment. He also travels to Crisis locations several times a month to meet with staff and members. We conduct an annual staff survey; the results and proposed actions are discussed with staff and with the Board. The results of the survey are an important indicator of the health of the organisation. We undertake "Tea and Talk" online meetings on a range of topics to disseminate information to staff as well as provide an opportunity for staff feedback.

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

### Public benefit statement

In accordance with the Charities Act 2006, we must confirm that the activities we undertake to achieve our objectives are all carried out for the public benefit as described by the Charity Commission. The beneficiaries of the charity are members of the public who are in need because of homelessness and associated issues. Through our activities, we seek an end to homelessness by delivering life-changing services and campaigning for change. Crisis'

trustees have described in this report the charitable public benefit of our activities; they regularly review our progress against our aims and objectives. They confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to public benefit guidance published by the Charity Commission.

### Fundraising

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

In 2022/23 we have continued to focus on delivering our Supporter in the Room pledges, striving to deliver supporter care excellence. We have focused on making sure we understand what our supporters want and worked hard to not only meet but exceed their expectations. We will continue to work hard on this in the coming 12 months, delighting supporters at every opportunity and making sure they feel an intrinsic part of the community to end homelessness.

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

In the year to June 2023 we communicated with millions of people across GB and received 86 complaints (2022: –186 complaints). While this number is low, this still represents people who had a bad experience, and we will work to reduce this number going forward.

We have continued to monitor and update our privacy policy, constantly reviewed

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

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

### Streamlined Energy & Carbon Reporting (SECR)

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

In the year 2019-20 Crisis created a baseline and will be using the data collated for that year's report as the base year for future reporting. As and when Crisis can improve on the collection of data relating to GHG emissions, the base year will be amended to include new data.

Scope of report:

The scope covered under this report includes:

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

Quantification and reporting methodology:

Crisis has previously complied with ESOS Phase 2 and has established internal methodology for collating energy and transport usage data. In assessing which GHG emissions to report on for the purposes of SECR, Crisis has followed the 2013 (updated 2019) UK Government environmental reporting guidance and has used the 2023 UK Government GHG Conversion Factors for Company Reporting in the calculation of reported figures.

### Energy efficiency actions and targets

Crisis has previously taken part in ESOS Phases 1 & 2, the latter of which was submitted May 2019 and has finished collecting data and performing site audits for the upcoming ESOS Phase 3 scheme. The first 2 phases identified opportunities for energy savings across the business which Crisis has implemented over the past couple of years such as the continued replacement of life-expired light fittings with new LED systems. Where appropriate these lighting systems are monitored by passive infrared sensors and energy saving software has been deployed to turn off computer devices at the end of each day. Throughout the last year Crisis has continued to make use of digital meeting tools by enabling all staff to work in an effective manner in our digital workspace. In addition, we have calculated a new Carbon Footprint for the organisation which will help contribute towards a new proportionate Environmental policy.

## Greenhouse gas emissions

Element	2022-23 (tCO <sub>2</sub> e)	2021-2022 (tCO <sub>2</sub> e)
<b>Gas consumption</b> – at premises where Crisis holds control over metering and invoicing (SCOPE 1)	90.62	62.86
<b>Owned transport</b> – for vehicles rented by Crisis for work purposes (SCOPE 1)	25.63	20.65
<b>UK Electricity</b> – at premises where Crisis holds control over metering and invoicing	163.07	150.62
<b>Total (tCO<sub>2</sub>e) SCOPE 1 &amp; 2</b>	279.32	234.13
<b>Transmission &amp; Distribution of UK Electricity</b> – at premises where Crisis holds control over metering and invoicing (SCOPE 3)	14.11	13.78
<b>Business travel (land)</b> – Private staff and volunteer mileage (SCOPE 3)	19.15	13.57
<b>TOTAL (tCO<sub>2</sub>e) SCOPE 3</b>	33.26	27.35
<b>TOTAL EMISSIONS (tCO<sub>2</sub>e)</b>	312.58	261.48
<b>Intensity metric tonnes of CO<sub>2</sub>e per full-time employee</b>	0.44	0.38

## Summary and next steps

Crisis has continued to take a considered approach over the past year as to its priorities as a charity with mission to end homelessness and has maintained existing environmental standards and practices within its premises.

Our intensity metric shows a 15% increase in the tonnes CO<sub>2</sub>e per full-time employee.

The most significant source of increased usage has been opening 3 new large Crisis premises which have gas and electricity supplies under our control which we are able to monitor and provide usage figures for. These 3 premises replaced smaller, multi-tenanted and temporary premises we previously leased or occupied and where we had no oversight over utility usage.

We have also seen a continued increase in business travel (mileage) for staff and volunteers as services continue to resume following the pandemic.

The increase in our intensity metric is expected and reflects the scale of our undertakings in premises that are now fit for purpose.

Crisis has explored further carbon footprinting in areas not covered under the current scope in this report and we are examining the results of this and whether it is practicable to put in place measures and targets to reduce our footprint.

Crisis is pleased to report that as in previous years, despite increases in the cost of utilities purchasing, electricity for all Crisis premises continues to be allocated to renewable energy sources.

## Financial review

Our principal activities are providing a range of life-changing services to homeless people and campaigning on their behalf. Our annual planning and budgeting cycle aims to prioritise our delivery and development plans and allocate the financial resources to these to ensure that they can be achieved. Our fundraising targets are set to enable us to finance our planned activities and developmental work. Any surpluses that we generate are used to build up funding for investments that we need to make in the future, to maximise our reach and impact.

The financial result for the year is a deficit of (£2.1m). Total income was largely flat increasing from £64.8m to £65.0m while expenditure increased from £66.2m to £67.1m (1%). The fundraising environment has been challenging with income from donations and legacies falling by £1.1m (2%). Our retail shops performed well with income increasing from £3.5m to £4.8m boosted by the opening of three new shops in the year.

We have undertaken two significant programmes in the year – firstly reshaping our services based on our research and evidence of what works to ensure they best meet the needs of our members and end their homelessness sustainably – we called this reshaping our client services vision programme. Furthermore, to ensure Crisis remains financially sustainable in the long-term, we have had to implement a change programme which sadly has involved redundancies and a closure of our services in South Yorkshire and Coventry in November 2023. These changes have resulted in a one off cost of £1.4m in redundancy and termination costs. The overall effect of our financial performance for the year is a deficit of £2.1m, represented by an increase of £1.5m on our restricted reserves, and a decrease of £3.5m on our unrestricted reserves, bringing our total reserves to £38.6m as at 30 June 2023.

## Future viability consideration

As part of our planning process, we have looked ahead at the next three financial years to set out our indicative budgets over this period. Over this time, we anticipate some fundraising growth based on new strategies and activities, and we expect a steady increase in our general expenditure. We also have planned investment as designated in our reserves, in our data and digital capabilities in particular developing and implementing a new CRM. Taking these considerations into account, we are expecting to generate a deficit in the next financial year, with a return to surpluses in years two and three.

We have budgeted for a deficit revenue budget in 2023/24, of £2.4m. We have assessed the risks in our assumptions relating to this budget, and for plans relating to future years.



We recognise that there are inherent risks around our fundraising assumptions, and that these are harder to evaluate in the current economic climate. We have undertaken a change programme which unfortunately has resulted in redundancies reducing our headcount to a more sustainable level which can be supported by our fundraising. We also recognise risks around our expenditure plans in particularly inflation risks, as well as the opportunity to generate efficiencies through more effective and aligned processes and procurement activities – these were priorities in terms of how the change programme was delivered.

As part of our assessment, we have identified several mitigations to our financial risks. Our robust internal reporting and review processes, give us confidence that our financial controls are robust and help us to proactively manage our financial position throughout the year. Our reserves position serves to mitigate any remaining financial risks over the coming period and beyond.

### Our plans for future periods

We have planned for investments that provide for future effectiveness and sustainability. This includes building capability and capacity in the resources and infrastructure we have in place to accelerate our mission to end homelessness.

While we have been prudent in our planning, which does not assume significant general growth in the near-term, we have determined some specific areas for investment in 2023/24 and beyond. These are:

- Our services, ensuring they are designed to enable us to reach those who need us more effectively, and to sustainably end more people's homelessness.
- Our enterprise and commerce, to ensure that we are diversifying and solidifying our income base for the future.
- Our digital and data capacity and capability, to enable us to develop new tools and skills that allow us to develop new ways of working and engaging with our members, supporters, and staff, to deliver our goals more effectively.
- Complete the change programme, restructuring and embedding new effective ways of working.

### Crisis' reserves policy

Our reserves policy is designed to reflect the underlying risks facing us and ensure we have an appropriate level of reserves to safeguard our operations and services to homeless people. We hold restricted funds to meet donors' requirements. The tangible fixed asset reserve represents the net book value of tangible fixed assets in use by the charity (excluding those items which are included within restricted reserves).

We are investing in infrastructure as well as securing and building the financial position. The Board decided in the last financial year to set aside funds in designated reserves for a Data & Transformation programme with a focus on delivering a new supporter CRM. Designated reserves of £22.3 million were held at June 2023 as follows:

<b>Data &amp; Digital Transformation</b>	£2.2m
<b>Tangible fixed asset</b>	£20.1m
<b>Total</b>	£22.3m

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

The trustees consider the minimum level of free reserves annually – i.e. excluding restricted and designated reserves, required to support our operations. Relevant factors include projected cost of change management and the findings from our risk management processes, and an assessment of risks to our income streams.

Following this review, the trustees have determined that the minimum required level of free reserves is £10.5m at 30 June 2023. The actual level of free reserves at this date was £12.2m. The requirement and underlying factors are considered annually, and the minimum reserves requirement is, therefore, expected to change over time. While the reserves are higher than the minimum threshold, our plans for next year include a budget deficit of £2.4m which will further reduce our reserves. The charity also faces a challenging fundraising environment with the cost of living crisis impacting us due to our reliance on individual giving income.

### Investment management

Under Crisis' investment policy, the organisation holds a balanced portfolio of investments. Funds equivalent to the lower 10% of budgeted expenditure (excluding non-cash items, gifts in kind and expenditure for which restricted funding has already been secured) or 25% of actual free reserves may be held in common investment funds. This is subject to ensuring we have sufficient cash to operate throughout the subsequent two years. Most of our funds continue to be held in cash or cash equivalents and the investment portfolio and its performance are scrutinised four times a year by the Finance Committee. There was an unrealised gain on investment holdings of £35,000 during the year, in addition to investment distributions. Investments are held in the anticipation that the total return from the investment portfolio will prove satisfactory over a ten-year timescale.

### Socially responsible investment

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

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

This policy is reviewed regularly by the trustees.

### Risk management

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

Systems include:

- a long-term strategic plan, a 3-year high-level roadmap, annual business plan and annual budget, all of which are approved by the trustees
- regular consideration by the SLT and trustees of our financial position, variances to plan, and assessment of financial risk
- in-depth review of financial performance and risks by our Finance and Investment Committee and our Audit, Risk and Assurance Committee
- continuing development of our planning and reporting cycle, to ensure visibility of our priorities, activities and risks, and to enable us to reprioritise based on emerging issues
- scaled authority levels and segregation of duties
- identification and active management of risks.

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

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

SLT reviews strategic and escalated operational risks monthly. These risks are also routinely reviewed by the Audit, Risk and Assurance Committee, as well as specific risks and related mitigations and actions being reviewed by the other committees of the Board. The Risk Policy is reviewed annually by the Board of Trustees, who also receive updates on risks and risk management through our regular management information reporting, which is a standing agenda item.

The most significant overarching risk facing Crisis for the year ahead is economic uncertainty, decline and high inflation. This poses the following risks for Crisis:



- A reduction in our ability to raise funds for our work because people will have less ability to give, and we are very reliant on individual giving.
- An increase in homelessness at the same time as a potential reduction in our income resulting in us being less able to reach the people we need to.
- Crisis is undergoing a change programme reducing headcount to enable financial sustainability which means closure of some of our services will reduce the number of people we can serve.

Mitigations include financial scenario planning to assess strategic options, utilising our reserves to mitigate fundraising risks and increasing our efforts to diversify our income as part of our ongoing work to increase our financial resilience.

A key element of our control framework is comprehensive reporting of incidents, accidents and near misses. This reporting includes any safeguarding or information governance breaches that occur. These are considered by the appropriate governance committees. They also consider the decisions of whether any such occurrences should be reported to a regulatory body. Crisis maintains a strong culture of reporting of incidents etc. across our work and take a proactive approach to flagging potential incidents to regulators. During the year, three incidents occurred which were reported to a regulator were made on a pro active basis and no actions or learnings from the incidents.

### Statement of responsibilities of the trustees

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the charitable company and the group and of the incoming resources and application

of resources, including the income and expenditure, of the charitable company or group for that period. In preparing these financial statements, the trustees are required to:

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

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

In so far as the trustees are aware:

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

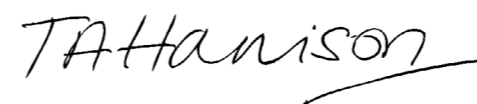
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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

### Auditors

Sayer Vincent LLP were re appointed as the charitable company's auditors during the year and an audit re-tender will be undertaken for the next reporting period.

The trustees' annual report, which includes the strategic report, has been approved by the trustees on 11th December 2023 and signed on their behalf by Tristia Harrison Chair of Trustees.



## Independent auditor's report to the members of Crisis UK

### Opinion

We have audited the financial statements of Crisis UK (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 30 June 2023 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 30 June 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulation 2006 (as amended)
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulation 2006 (as amended).

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Crisis UK's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

### Opinions on other matters prescribed by the Companies Act 2006

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

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

### Matters on which we are required to report by exception

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

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

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or

- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

### Responsibilities of trustees

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

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

### Auditor's responsibilities for the audit of the financial statements

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from

fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

### Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, and the Audit, Risk and Assurance Committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Use of our report

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

Joanna Pittman (Senior statutory auditor)  
for and on behalf of

Sayer Vincent LLP, Statutory Auditor Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006



## Trustees, senior leadership, and advisers

### Patron

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

### Vice Presidents

Lord Alton of Liverpool

The Most Rev. and the Rt Hon. Justin Welby,  
the Lord Archbishop of Canterbury

The Most Rev. Vincent Nichols, Archbishop of  
Westminster

David Gilmour CBE

### Trustees who served during the year and up until the date of approval of this report

Tristia Harrison <sup>^</sup> ~ Chair of Trustees

Terrie Alafat, CBE <sup>^</sup> ~ %

Martin Cheeseman, OBE \*#

Victoria Fox #

Ann Gee # (resigned 30th September 2022)

Julia Goldsworthy \*

Rob Perrins \$ (resigned 4th January 2023)

Geetha Rabindrakumar \$ (resigned 15th June  
2023)

Damien Régent \* (resigned 15th June 2023)

Tamsin Stirling \$# (resigned 31st March 2023)

Alison Wallace \* \$

Robert Weston \$

Ezechi Britton, MBE \$ (appointed 10th January  
2023)

Waqar Ahmed \$ % (appointed 10th January  
2023)

Sapna Dutta \* (appointed 10th January 2023)

Kathleen Palmer # % (appointed 10th January  
2023)

Charlotte Bates # (appointed 10th January  
2023)

\* member of the Audit, Risk & Assurance  
Committee

\$ member of the Finance and Investment  
Committee

<sup>^</sup> member of the Nomination Committee

~ member of the Remuneration Committee

# member of the Client Services Governance  
Committee

% member of the Housing Supply Committee

Sarka Dedkova, Expert by Experience,  
appointed to serve as a non-Trustee on the  
Client Services Governance Committee

### Company Secretary

Rebecca Escott-New

### Senior leadership team at the time of approval of this report

Matt Downie, MBE Chief Executive

Louise Harris, Chief Operating Officer

Francesca Albanese, Executive Director of  
Policy and Social Change

Richard Eastmond, Interim Director of People  
and Culture

Liz Choonara, Executive Director of  
Commerce & Enterprise

Rob Halkyard, Executive Director of Brand  
Marketing and Fundraising

Juliet Mountford, Executive Director of Client  
Services

### Bankers

The Royal Bank of Scotland

London Drummonds

49 Charing Cross

Admiralty Arch London

SW1A 2DX

### Senior Statutory Auditor

Joanna Pittman

### Auditors

Sayer Vincent LLP

Invicta House

108-114 Golden Lane

London EC1Y 0TL

### Address of charity and registered office

Crisis UK

50-52 Commercial Street

London E1 6LT

Telephone: 0300 636 1967

Fax: 0300 636 2012

Email: [enquiries@crisis.org.uk](mailto:enquiries@crisis.org.uk)

Website: [www.crisis.org.uk](http://www.crisis.org.uk)

Company registration no: 4024938

Charity registration no: England and Wales  
1082947; Scotland SC040094

## Consolidated statement of financial activities (incorporating an income and expenditure account)

For the year ended 30 June 2023

	Note	2023			2022		
		Unrestricted £000	Restricted £000	Total £000	Unrestricted £000	Restricted £000	Total £000
<b>Income from:</b>							
Donations and legacies	2	46,420	2,748	<b>49,168</b>	45,911	4,349	50,260
Charitable activities	3	4	9,238	<b>9,242</b>	194	9,308	9,502
Other trading activities	4	5,827	86	<b>5,913</b>	4,606	88	4,694
Investments		248	-	<b>248</b>	67	-	67
Other		335	51	<b>386</b>	120	192	312
<b>Total income</b>		<b>52,834</b>	<b>12,123</b>	<b>64,957</b>	<b>50,898</b>	<b>13,937</b>	<b>64,835</b>
<b>Expenditure on:</b>							
Charitable activities							
Christmas		2,770	1,269	<b>4,039</b>	2,887	1,343	4,230
Campaigning and influencing		2,749	623	<b>3,372</b>	2,904	171	3,075
Education, employment, health & wellbeing		20,572	6,478	<b>27,050</b>	19,541	7,152	26,693
Housing		4,578	271	<b>4,849</b>	3,406	2,354	5,760
Volunteering		562	-	<b>562</b>	495	-	495
Social enterprise		48	604	<b>652</b>	364	695	1,059
Total expenditure on charitable activities		<b>31,279</b>	<b>9,245</b>	<b>40,524</b>	<b>29,597</b>	<b>11,715</b>	<b>41,312</b>
Raising funds	5	21,950	35	<b>21,985</b>	20,877	477	21,354
Retail		4,547	-	<b>4,547</b>	3,571	-	3,571
<b>Total expenditure</b>		<b>57,776</b>	<b>9,280</b>	<b>67,056</b>	<b>54,045</b>	<b>12,192</b>	<b>66,237</b>

<b>Net income / (expenditure) before net gains on investments</b>		(4,942)	2,843	<b>(2,099)</b>	(3,148)	1,745	(1,403)
Net gains/(losses) on investments	14	35	-	<b>35</b>	(57)	-	(57)
<b>Net income / (expenditure) for the year and net movement in funds</b>	7	(4,907)	2,843	<b>(2,064)</b>	(3,205)	1,745	(1,460)
Transfers between funds		1,362	(1,362)	-	302	(302)	-
<b>Net movement in funds</b>		<b>(3,545)</b>	<b>1,481</b>	<b>(2,064)</b>	<b>(2,903)</b>	<b>1,443</b>	<b>(1,460)</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		38,033	2,631	<b>40,664</b>	40,936	1,188	42,124
<b>Total funds carried forward</b>		<b>34,488</b>	<b>4,112</b>	<b>38,600</b>	<b>38,033</b>	<b>2,631</b>	<b>40,664</b>

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

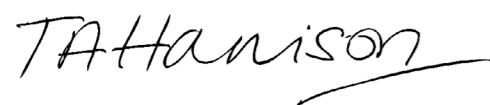
## Balance sheets

As at 30 June 2023

Crisis UK, Company Reg No. [4024938]

	Note	The group		The charity	
		2023 £000	2022 £000	2023 £000	2022 £000
<b>Fixed assets:</b>					
Intangible assets	12	554	194	554	194
Tangible assets	13	20,223	16,388	20,224	16,388
Investments	14	703	1,238	703	1,238
		<b>21,480</b>	<b>17,820</b>	<b>21,481</b>	<b>17,820</b>
<b>Current assets:</b>					
Stock		4	4	4	4
Debtors	17	4,170	5,019	4,049	4,908
Short term deposits		-	7,001	-	7,001
Cash at bank and in hand		19,764	15,682	18,433	14,411
		<b>23,938</b>	<b>27,706</b>	<b>22,486</b>	<b>26,324</b>
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	18	(6,818)	(4,862)	(6,539)	(4,694)
<b>Total net assets</b>		<b>38,600</b>	<b>40,664</b>	<b>37,427</b>	<b>39,450</b>
<b>Funds:</b>					
Restricted income funds	21a	4,112	2,631	3,560	2,102
Unrestricted income funds:					
Designated funds		22,251	24,034	22,251	24,034
General funds		12,237	13,999	11,616	13,314
Total unrestricted funds		<b>34,488</b>	<b>38,033</b>	<b>33,867</b>	<b>37,348</b>
<b>Total funds</b>		<b>38,600</b>	<b>40,664</b>	<b>37,427</b>	<b>39,450</b>

Approved by the trustees on 11th December 2023 and signed on their behalf by



Tristia Harrison  
Chair of Trustees

## Consolidated statement of cash flows

For the year ended 30 June 2023

	Note	2023 £000	2022 £000	2022 £000
Cash flows from operating activities	22			
Net cash provided by operating activities			1,490	688
<b>Cash flows from investing activities:</b>				
Dividends, interest and rents from investments		248		67
Proceeds from the sale of investments		980		-
Purchase of fixed assets		(5,227)		(12,294)
Purchase of investments		(410)		(206)
Net cash used in investing activities			(4,408)	(12,433)
Change in the year			(2,919)	(11,745)
Cash and cash equivalents at the beginning of the year			22,683	34,428
Cash and cash equivalents at the end of the year			19,764	22,683



## Notes to the financial statements

### For the year ended 30 June 2023

#### 1. Accounting policies

##### a) Statutory information

Crisis is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address (and principal place of business) is 50-52 Commercial St., London, E1 6LT.

##### b) Basis of preparation

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

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

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

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

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

##### c) Public benefit entity

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

##### d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. As indicated in the trustees report, the trustees have a reasonable expectation that the charity will be able to continue operating, meeting its liabilities as they fall due and expect the charity will continue its existence for the next 12 months.

##### e) Income

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

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

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

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

##### f) Donations of gifts, services and facilities

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

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

##### g) Interest receivable

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

##### h) Fund accounting

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

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

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

##### i) Expenditure and irrecoverable VAT

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

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

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

##### j) Grants payable

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

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

##### k) Allocation of support costs

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

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

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

	<b>Basis of allocation</b>
<b>Management</b>	Time spent and headcount
<b>Finance &amp; Information Governance</b>	Headcount
<b>Data &amp; Technology</b>	Headcount
<b>Facilities</b>	Floor space and headcount
<b>HR, Learning &amp; Development</b>	Headcount
<b>Organisational Development</b>	Headcount
<b>Planning, Governance &amp; Assurance</b>	Headcount

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

#### **l) Operating leases**

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

#### **m) Tangible fixed assets**

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

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

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

#### **n) Intangible fixed assets**

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

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

#### **o) Listed and unlisted investments**

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

Venture Studio investments are social investments for accounting purposes, and are carried at fair value or impaired cost where it is not practicable to recognise at fair value. Such investments are subject to regular review and any impairment is charged to the SOFA. Investment valuations are not enhanced to more than original cost.

#### **Programme related social investments**

Programme related social investments are investments made in order to directly further the charitable purposes of the Charity. Any financial return obtained is not the primary reason for making the investment. Programme related social investments are held at cost adjusted for impairment losses. Impairments in the value of programme related investments are charged to charitable expenditure. Gains in the value of programme related investments are credited to investment income.

#### **Investments in subsidiaries**

Investments in subsidiaries are at cost.

#### **p) Stocks**

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

#### **q) Debtors**

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

#### **r) Cash and cash equivalents**

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

#### **s) Creditors and provisions**

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

#### **t) Financial instruments**

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

#### **u) Pensions**

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

## 2. Income from donations and legacies

	2023			2022		
	Unrestricted £000	Restricted £000	Total £000	Unrestricted £000	Restricted £000	Total £000
Individuals	39,000	1,880	<b>40,880</b>	38,854	2,489	41,343
Legacies	2,977	163	<b>3,140</b>	3,351	89	3,440
Trusts	1,097	-	<b>1,097</b>	1,000	-	1,000
Corporates	1,792	-	<b>1,792</b>	1,402	-	1,402
Community Groups	1,519	93	<b>1,612</b>	1,304	85	1,389
Statutory	35	577	<b>612</b>	-	790	790
London Pathway net assets	-	-	-	-	816	816
Donated services and facilities	-	35	<b>35</b>	-	80	80
	46,420	2,748	<b>49,168</b>	45,911	4,349	50,260

The charity has been notified of legacies with an estimated value of £2,622,000 (2022: £1,279,000) which have not been recognised as income at 30 June 2023 because no confirmation of impending distribution or notification of estate accounts being finalised has been received.

## 3. Income from charitable activities

	2023			2022		
	Unrestricted £000	Restricted £000	Total £000	Unrestricted £000	Restricted £000	Total £000
Christmas	-	1,149	<b>1,149</b>	-	821	821
Campaigning and influencing	-	1,441	<b>1,441</b>	-	150	150
Education, health and wellbeing	-	5,790	<b>5,790</b>	18	7,271	7,289
Housing	-	348	<b>348</b>	-	359	359
Employment	-	-	-	-	40	40
Social Enterprise	4	510	<b>514</b>	176	667	843
Total income from charitable activities	4	9,238	<b>9,242</b>	194	9,308	9,502

Income from charitable activities includes gifts in kind and donated services of £307,000 (2022: £497,000). Grants received from Government and Government related bodies to support the charity's activities in the year were £1,876,000 (2022: £1,910,000).

## 4. Income from other trading activities

	2023			2022		
	Unrestricted £000	Restricted £000	Total £000	Unrestricted £000	Restricted £000	Total £000
Events	543	86	<b>629</b>	475	88	563
Rental	298	-	<b>298</b>	413	-	413
Retail	4,847	-	<b>4,847</b>	3,545	-	3,545
Lottery / Raffle	-	-	-	48	-	48
Commercial trading operations	139	-	<b>139</b>	125	-	125
	5,827	86	<b>5,913</b>	4,606	88	4,694



## 5a. Analysis of expenditure

	Grants payable (Note 6)	Staff costs (Note 8)	Other direct costs	Gifts in kind and donated services	Allocation of support and governance costs	2023 Total	2022 Total
	£000	£000	£000	£000	£000	£000	£000
Christmas	-	961	2,516	146	417	<b>4,040</b>	4,231
Campaigning and influencing	-	1,672	1,103	-	597	<b>3,372</b>	3,074
Education, health and wellbeing	47	15,606	5,840	125	5,432	<b>27,050</b>	26,691
Housing	30	3,067	653	-	1,099	<b>4,849</b>	5,762
Volunteering	-	366	92	-	104	<b>562</b>	495
Social enterprise	76	325	176	-	75	<b>652</b>	1,059
Cost of raising funds	-	4,415	15,809	35	1,725	<b>21,984</b>	21,354
Retail costs	-	1,890	2,307	-	350	<b>4,547</b>	3,571
	153	28,302	28,496	306	9,799	<b>67,056</b>	66,237
Support costs	-	8,253	1,546		(9,799)	-	-
<b>Total expenditure 2023</b>	<b>153</b>	<b>36,555</b>	<b>30,042</b>	<b>306</b>	<b>-</b>	<b>67,056</b>	<b>66,237</b>
Total expenditure 2022	<b>337</b>	<b>34,011</b>	<b>31,392</b>	<b>497</b>	<b>-</b>	<b>-</b>	<b>66,237</b>

Of the total expenditure, £58,485,000 was unrestricted (2022: £54,767,000) and £9,260,000 was restricted (2022: £11,471,000).

Breakdown of support costs across departments	2023	2022
	£000	£000
Management	<b>365</b>	252
Finance & information governance	<b>1,048</b>	1,054
Data & Technology	<b>3,471</b>	3,400
Facilities	<b>569</b>	586
People services and Learning & development	<b>2,612</b>	2,261
Planning, Governance & Assurance	<b>702</b>	497
Innovation, Enterprise & Innovation	<b>348</b>	407
Organisational development	<b>289</b>	393
Internal communications	<b>231</b>	168
EDI	<b>164</b>	-
	<b>9,799</b>	9,018

## 5b. Analysis of expenditure- Prior year

	Grants payable (Note 6)	Staff costs (Note 8)	Other direct costs	Gifts in kind and donated services	Allocation of support and governance costs	2022 Total	2021 Total
	£000	£000	£000	£000	£000	£000	£000
Christmas	-	902	2,971	98	260	<b>4,231</b>	2,724
Campaigning and influencing	-	1,573	1,028	-	473	<b>3,074</b>	3,232
Education, health and wellbeing	58	14,376	6,447	319	5,491	<b>26,691</b>	22,746
Housing	279	3,586	928	-	969	<b>5,762</b>	6,115
Volunteering	-	286	119	-	90	<b>495</b>	384
Social enterprise	-	522	376	-	161	<b>1,059</b>	914
Cost of raising funds	-	3,836	16,164	80	1,274	<b>21,354</b>	19,990
Retail costs	-	1,585	1,686	-	300	<b>3,571</b>	2,643
	337	26,666	29,719	497	9,018	<b>66,237</b>	58,748
Support costs	-	7,345	1,673	-	(9,018)	-	-
<b>Total expenditure 2022</b>	<b>337</b>	<b>34,011</b>	<b>31,392</b>	<b>497</b>	<b>-</b>	<b>66,237</b>	<b>58,748</b>
Total expenditure 2021	<b>1,482</b>	<b>30,203</b>	<b>26,603</b>	<b>460</b>	<b>-</b>	<b>-</b>	<b>58,748</b>

Of the total expenditure, £54,767,000 was unrestricted (2021: £50,412,000) and £11,471,000 was restricted (2021: £8,336,000).

## 6. Grant making

	Grants to institutions	Grants to individuals	2023	2022
	£000	£000	£000	£000
Crisis Changing Lives	-	46	46	58
Best Practice People Postcode Lottery programme	-	-	-	249
Other	107	-	107	30
	107	46	153	337

Crisis Changing Lives is a grants programme providing financial awards to people who are or have been homeless so that they may achieve their vocational goals, fulfil their potential and become independent. Grant applications can be made by individuals who are supported by a coach working at a Crisis Skylight centre to access training, buy tools for work or set up a business where a robust business plan is presented. Grants were made to 38 members with an average grant of £1,214.

Best Practice grants programme – there is an increasing focus in our work on the prevention of homelessness and last year's grant programme focused on supporting organisations who worked with those who were threatened with homelessness. 10 Grant awards were funded through a donation by the People's Postcode Lottery with an average award of £25,000 for a 12-month period. Organisations across England, Wales and Scotland benefited from these awards, with projects giving early help and interventions through employment and benefits advice, tenancy support and the provision of accommodation.

## 7. Net expenditure for the year

This is stated after charging / (crediting):

	2023	2022
	£000	£000
Depreciation	891	1,052
Loss or profit on disposal of fixed assets	140	-
Operating lease rentals:		
Property	3,271	3,061
Auditors' remuneration (excluding VAT):		
Audit	30	26
Other services	3	3

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

Staff costs were as follows:

	2023	2022
	£000	£000
Salaries and wages	28,536	28,000
Redundancy and termination costs	2,087	109
Social security costs	3,124	3,175
Pension costs	2,808	2,727
	36,555	34,011

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

	2023	2022
	No.	No.
£60,000 - £69,999	28	22
£70,000 - £79,999	7	4
£80,000 - £89,999	3	2
£90,000 - £99,999	-	3
£100,000 - £109,999	-	1
£110,000 - £119,999	-	1
£120,000 - £129,999	1	-
	39	33

The total employee benefits including pension contributions of the key management personnel were £818,000 (2022: £754,000). The key management personnel is the senior management team listed on page 52.

The charity trustees were not paid nor received any other benefits from employment with the charity in the year £nil (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity £nil (2022: £nil).

Trustees' expenses represent the payment of travel, hotel accommodation, subsistence and venue hire in relation to trustee meetings £7,859 (2022: £4,129) The numbers of trustees incurring expenses during the year was 3 (2022: 2).

## 9. Staff numbers

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

	2023	2022
	No.	No.
Charitable activities	500	515
Fundraising and trading	151	115
Support services	114	105
	<hr/>	<hr/>
	765	735
	<hr/>	<hr/>

## Volunteer Contribution:

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

	2023	2022
	No.	No.
Average number of volunteers	4,455	2,985

## 10. Related party transactions

Terrie Alafat, a trustee of Crisis, is Chair of Trustees at Hestia. Crisis paid £1,730 (2022: £nil) for training provided by Hestia.

Tamsin Stirling, a trustee of Crisis until 31 March 2023, is a trustee of Bevan Foundation to whom Crisis paid an annual subscription of £360 (2022: £360).

Rob Perrins, a trustee of Crisis until 4 January 2023, is Chair/Trustee of The Berkeley Foundation. Crisis received grants of £462,694 (2022: £444,584) from the Foundation. Rob is also Managing Director of Berkeley Group from which Crisis received donations of £nil (2022: £3,087).

Martin Cheeseman, a trustee of Crisis, is a consultant at Campbell Tickell. Crisis paid £29,611 (2022: £nil) for consultancy services (another consultant at Campbell Tickell) on research on International reconnections.

Liz Choonara, Executive Director of Commerce & Enterprise, a member of the Senior Leadership Team, is also a Non-Executive Director and shareholder representative of Crisis at WeAreGoodGiving Ltd. Crisis made

an equity investment of £100,000 (2022: £nil) and £1,852 (2022: £nil) in charges. Donations of £1,202 (2022: £nil) were received via WeAreGoodGiving in the year.

Victoria Fox, a trustee of Crisis, is also a trustee for St Martin-In-The-Fields to whom Crisis paid £1,661 (2022: £nil) for venue hire and refreshments.

The charity received donations from trustees of £27,090 (£25,240 was restricted), (2022: 22,000).

## 11. Taxation

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

Corporation tax charge at 19% (2022: 19%) for Crisis at Christmas Limited is £nil (2022: £nil).

## 12. Intangible fixed assets

The group and charity

	Intangible
	£000
<b>Cost</b>	
At the start of the year	1,126
Additions in year	500
Disposals in year	-
	<hr/>
At the end of the year	1,626
	<hr/>
<b>Amortisation</b>	
At the start of the year	932
Charge for the year	140
Eliminated on disposal	-
	<hr/>
At the end of the year	1,072
	<hr/>
<b>Net book value</b>	
<b>At the end of the year</b>	<b>554</b>
	<hr/>
At the start of the year	194
	<hr/>



### 13. Tangible fixed assets

The group and charity

	Motor Vehicles	Freehold property	Leasehold improvements	Office equipment	Total
	£000	£000	£000	£000	£000
<b>Cost</b>					
At the start of the year	21	12,740	9,123	526	<b>22,410</b>
Additions in year	-	1,548	3,179	-	<b>4,727</b>
Disposals in year	-	-	(2,402)	(71)	<b>(2,473)</b>
At the end of the year	21	14,288	9,900	455	<b>24,664</b>
<b>Depreciation</b>					
At the start of the year	8	1,569	3,983	462	<b>6,022</b>
Charge for the year	5	63	640	43	<b>751</b>
Eliminated on disposal	-	-	(2,262)	(71)	<b>(2,333)</b>
At the end of the year	13	1,632	2,361	434	<b>4,440</b>
<b>Net book value</b>					
<b>At the end of the year</b>	8	12,656	7,539	21	<b>20,224</b>
At the start of the year	13	11,172	5,139	65	<b>16,389</b>

All of the above assets are used for charitable purposes.

The value of the land on the freehold property cannot be depreciated hence only the building element is depreciated over fifty years.

The freehold land and building in Newcastle was purchased using a grant from the Department for Communities and Local Government (via the Council of the City of Newcastle Upon Tyne). A 15 years legal charge was placed on the building in August 2006. At 30 June 2023, the legal charge on the building was £Nil (2022: £Nil)

### 14. Investments

The group and charity

	2023	2022
	£000	£000
Fair value at the start of the year	<b>1,238</b>	1,089
Disposal proceeds	<b>(980)</b>	-
Additions in the year	<b>410</b>	206
Net gain / (loss) on change in fair value	<b>35</b>	(57)
At the end of the year	<b>703</b>	1,238
Investments comprise:		
	<b>2023</b>	2022
	<b>£000</b>	£000
UK Common investment funds	-	950
Other	<b>16</b>	11
<b>Investments from Venture Studio</b>		
WeAreGoodGiving Ltd	<b>182</b>	82
Agile Property and Homes Ltd	<b>125</b>	125
Lanu Ltd	<b>70</b>	70
Urban Intelligence Ltd	<b>120</b>	-
Bridge Housing Solutions Ltd	<b>125</b>	-
Pfida Ltd	<b>65</b>	-
At the end of the year	<b>703</b>	1,238

At the year end, the value of fixed asset investments held in a common investment fund amounted to £nil (2022: £949,000).

The charity created Venture Studio from Crisis in late 2021. Its mission is to accelerate the end of homelessness for good through entrepreneurship. The Studio invests in, and scales ventures that end homelessness for those experiencing it, or prevent homelessness from happening in the first place.

The charity has a 20% equity stake in WeAreGoodGiving Ltd alongside four other charities (RNIB, RSPCA, Barnardo's, WaterAid). This multi charity startup will focus on growing the payroll giving market. This investment has been reflected at cost.

## 15. Subsidiary undertakings

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

	2023	2022
	£000	£000
Turnover	139	125
Cost of sales	-	-
Gross profit	139	125
Administrative expenses	(3)	(5)
Management charge due to parent undertaking	(27)	(21)
Profit / (loss) for the financial year	109	99
The aggregate of the assets, liabilities and funds was:		
Assets	14	14
Liabilities	(14)	(14)
Funds	-	-

The London Pathway (operating as Pathway) is a charitable company limited by guarantee and incorporated in England. The subsidiary is used for charitable activities. All activities have been consolidated on a line by line basis in the statement of financial activities. A summary of the results of the subsidiary is shown below:

	2023	2022
	£000	£000
Income	1,146	1,409
Expenditure	(1,188)	(1,009)
Surplus	(42)	400
The aggregate of the assets, liabilities and funds was:		
Assets	1,442	1,367
Liabilities	(268)	(151)
Funds	1,174	1,216

The income recognised by Pathway includes a £500,000 grant from Crisis UK. Of this £66,169 was unspent at the year end.

## 16. Parent charity

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

	2023	2022
	£000	£000
Gross income	64,343	63,047
Result for the year	(2,022)	(2,677)

## 17. Debtors

	Group		Charity	
	2023	2022	2023	2022
	£000	£000	£000	£000
Income tax (gift aid) recoverable	594	311	594	311
Sundry debtors	914	1,643	810	1,532
Prepayments and accrued income	2,662	3,065	2,645	3,065
Amounts due from subsidiary undertakings	-	-	-	-
	4,170	5,019	4,049	4,908

## 18. Creditors: amounts falling due within one year

	Group		Charity	
	2023	2022	2023	2022
	£000	£000	£000	£000
Trade creditors	1,224	1,328	1,198	1,303
Taxation and social security	797	906	768	879
Other creditors	1,666	1,167	1,611	1,143
Provision	1,660	180	1,660	180
Accruals	1,298	1,204	1,283	1,188
Deferred Income	173	77	15	-
Amounts due from subsidiary undertakings	-	-	4	1
	6,818	4,862	6,539	4,694

The provisions relate to dilapidation costs in relation to properties and redundancy costs for the change programme implemented prior to year end.

## 19. Pension scheme

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £2,808,000 (2022: £2,727,000).

## 20a. Analysis of group net assets between funds

	General unrestricted	Designated funds	Restricted funds	Total funds
	£000	£000	£000	£000
Tangible fixed assets	-	19,497	726	<b>20,223</b>
Intangible fixed assets	-	554	-	<b>554</b>
Fixed asset Investment	703	-	-	<b>703</b>
Current assets	18,352	2,200	3,386	<b>23,938</b>
Current and long term liabilities	(6,818)	-	-	<b>(6,818)</b>
<b>Net assets at the end of the year</b>	<b>12,237</b>	<b>22,251</b>	<b>4,112</b>	<b>38,600</b>

## 21a. Movements in funds

	At the start of the year	Incoming resources & gains	Outgoing resources & losses	Transfers	At the end of the year
	£000	£000	£000	£000	£000
<b>Restricted funds:</b>					
Cost of generating funds	-	35	(35)	-	-
Crisis at Christmas	-	1,269	(1,269)	-	-
<b>Education, health and wellbeing</b>					
Crisis Skylight Newcastle (capital)	748	-	(22)	-	<b>726</b>
London Crisis Skylight (revenue)	526	3,822	(2,048)	(1,050)	<b>1,250</b>
The National Lottery Community Fund- Edinburgh Skylight	88	-	(88)	-	-
The National Lottery Community Fund- South Wales Skylight	-	119	(119)	-	-
Client Services	87	43	(130)	-	-
Skylight Newcastle	-	204	(163)	-	<b>41</b>
Skylight Birmingham	-	344	(314)	-	<b>30</b>
Skylight Oxford	-	453	(417)	-	<b>36</b>
Skylight Edinburgh	150	910	(364)	(660)	<b>36</b>
Skylight Merseyside	82	301	(383)	-	-
Skylight South Yorkshire	-	48	(48)	-	-
Skylight Coventry & Warwickshire	-	16	(16)	-	-
Skylight Croydon	-	105	(66)	-	<b>39</b>
Skylight Brent	120	995	(755)	(30)	<b>330</b>
Skylight South Wales	-	90	(90)	-	-
Tackling inactivity and economic disadvantage programme (Sport England)	-	10	(10)	-	-
Employment opportunities	-	257	(257)	-	-



**Campaigning and Influencing**

Research	-	50	(50)	-	-
Policy and Campaign	-	974	(278)	-	<b>696</b>
Communications (Comic Relief)	-	115	(115)	-	-
Other Comms	-	180	(180)	-	-

**Housing**

Other Housing	46	601	(271)	-	<b>376</b>
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**Social Enterprise**

Venture Studio	68	511	(579)	-	-
Impact & Involvement	-	25	(25)	-	-

**Pathway**

	716	646	(1,188)	378	<b>552</b>
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**Total restricted funds**

	<b>2,631</b>	<b>12,124</b>	<b>(9,280)</b>	<b>(1,362)</b>	<b>4,112</b>
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**Unrestricted funds:**

## Designated funds:

<i>Skylights refurbishment</i>	2,700	-	-	(2,700)	-
<i>Data &amp; Digital transformation</i>	5,500	-	-	(3,300)	<b>2,200</b>
<i>Fixed asset reserve</i>	15,834	-	-	4,217	<b>20,051</b>

**Total designated funds**

	<b>24,034</b>	-	-	<b>(1,783)</b>	<b>22,251</b>
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**General funds**

	13,999	52,868	(57,775)	3,145	<b>12,237</b>
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**Total unrestricted funds**

	38,033	52,868	(57,775)	1,362	<b>34,488</b>
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**Total funds**

	<b>40,664</b>	<b>64,992</b>	<b>(67,055)</b>	-	<b>38,600</b>
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**Purposes of restricted funds**

**Crisis Skylight Newcastle (capital):** In previous years the Department for Communities and Local Government (via Newcastle City Council) agreed to fund the capital costs of the development of a Skylight Centre in Newcastle to provide further activities and facilities for homeless people. Costs are now being depreciated in accordance with the depreciation policy. A legal charge was placed on the building (Note 13) hence the continuing restriction.

**London Skylight funds:** These funds which include Prospect Housing and PPL are specific funds received towards areas of our work within our Skylights; the balance carried forward represents unspent funds at the year-end to be expended in the following year. The transfers out of restricted fund to designated reflects that the conditions of the grant have been fulfilled and work undertaken.

**Prospect Housing:** The funds awarded represent a legacy grant resulting from the closure of the housing association, to be used towards our 'Regulate the Rogues' campaign and other policy work over a three-year period. The award was paid in one lump sum, so the balance at the end of the year represents funds to be expended in the following two years.

**People's Postcode Lottery:** Proceeds from the People's Postcode Lottery have funded several projects across our Skylights, Venture Studio, Pathway and policy and campaigns work this year. The balance at the end of the year represents funds to be expended in the following year.

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

**Other Skylight funds:** These funds are specific funds received towards areas of our work within our Skylights; the balance carried forward represents unspent funds at the year-end to be expended in the following year. The transfers out of restricted fund to designated reflects that the conditions of the grant have been fulfilled and work undertaken.

**Other Housing:** The Disrupt Foundation are partially funding our work setting up the Built for Zero programme. The funding is to be spent over the course of 2023. The Wimbledon Foundation are continuing their funding for the London-wide Crisis Housing First and Housing Procurement teams from January 2023 to December 2025. The balance carried forward represents total unspent funds at year end.

**Venture Studio:** This fund is for third party investments in startups in which Crisis will provide investment and support the ventures to end homelessness. The balance at the year end represents unspent funds to be expended in the following year.

**Purposes of designated funds**

**Data and digital transformation:** This reserve has been designated by the trustees, recognising the need to invest in core systems to ensure that we continue to deliver excellent services to our members and supporters. This fund will enable us to improve the effectiveness and efficiency of our operations, reflecting the significant growth in the charity over recent years, as well as increasing volume and complexity of demands on our services. We have developed a data and digital strategy, and are now in the process of developing systems of which the new ways of working as a result of the pandemic will mean an acceleration of some of this work.

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

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

	2023	2022
	£000	£000
<b>Net income / (expenditure) for the reporting period (as per the statement of financial activities)</b>	<b>(2,064)</b>	<b>(1,460)</b>
Depreciation and amortisation charges	891	1,052
(Gains) / losses on investments	(35)	57
Dividends, interest and rent from investments	(248)	(67)
(Profit) / loss on the disposal of fixed assets	140	-
(Increase) / decrease in debtors	849	(741)
Increase / (decrease) in creditors	1,956	1,848
<b>Net cash provided by / (used in) operating activities</b>	<b>1,490</b>	<b>689</b>

## 23. Analysis of cash and cash equivalents

	At 1 July 2022	Cash flows	At 30 June 2023
	£000	£000	£000
Cash at bank and in hand	15,682	4,082	<b>19,764</b>
Short term deposit	7,001	(7,001)	-
<b>Total cash and cash equivalents</b>	<b>22,683</b>	<b>(2,919)</b>	<b>19,764</b>

## 24. Operating lease commitments

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

	Property	
	2023	2022
	£000	£000
Less than one year	2,644	3,061
One to five years	9,970	9,805
Over five years	11,692	12,984
	<b>24,306</b>	<b>25,850</b>

## 25. Financial commitments

At the balance sheet date, the group had committed to £1,507,000 (2022: £216,000) towards the refurbishment of new skylight premises.

## 26. Legal status of the charity

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

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