

The Crisis logo, featuring the word "Crisis" in white lowercase letters on a red square background.

Crisis



# Annual Report: Trustees' report and accounts for the year ended 30 June 2024

# 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.

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# Chief Executive's introduction

**While we remain upbeat and positive about the solutions to homelessness, it cannot be denied that the climate in which we're operating continues to be challenging.**

The high cost of living is driving more people into homelessness – and the worsening housing crisis across Britain has made our work on the frontline particularly difficult. But this year also saw Crisis develop solutions to address these problems head on. Alongside delivering vital services to people experiencing homelessness, we've laid the foundations for improved access to, and direct provision of, affordable housing for our members. And we've continued to campaign for the changes needed to tackle homelessness.

Across Britain, homelessness is rising. Record numbers of us are being forced to live in unsuitable temporary accommodation like hotels and bed and breakfasts while councils struggle to find settled homes. As a result, increasing numbers of people have turned to us for housing and homelessness support. Over the past year, we've seen a significant rise in demand for our services.

## Ending homelessness through our services

Our frontline teams have been working harder than ever to help a greater number of people. Over 10,000 people have received help from a Crisis Skylight this year. And we've continued to innovate and find new ways to support people from all corners of society to leave homelessness behind for good. Our work in prisons in Merseyside and South Wales has seen us prevent homelessness for hundreds of

people before they leave prison. Our Housing First services are helping people with multiple needs find and keep a home of their own. Last Christmas we supported over 6,000 people, helping hundreds into hotel accommodation – over 60 per cent of whom were not seen rough sleeping again two months later.

## Securing safe and stable homes

This year we've taken the first step towards directly delivering homes. We opened our first branch of Good Place Lettings in partnership with Homes for Good in September 2024 above Shop from Crisis in Brick Lane, London. The social enterprise lettings agency will make the private renting sector (PRS) accessible for our members when affordable housing is impossible for many of us.

Another way we're making the PRS better for people facing homelessness is through a new three-year partnership with The Dispute Service (TDS) – who provide England and Wales' leading Tenancy Deposit Scheme. Thanks to TDS funding, we've created specialist roles in our Skylights across Britain to build relationships with private landlords and help our members into good quality, affordable homes. The partnership will also remove the barriers we know exist for many people experiencing homelessness and trying to access housing.

## Campaigning for change

This year we've made progress in our campaigning work for the changes needed to end homelessness in Britain. Thousands of you joined our call to main political party leaders in Westminster to commit to ending

homelessness in their manifestos ahead of the General Election. Thanks to your campaigning, many of the solutions we called for were included, such as building the homes we so desperately need. The new Labour Government has committed to delivering a cross-government strategy to address all forms of homelessness. We stand ready to work with them to help achieve this.

In March 2024, the Scottish Government introduced the *Housing (Scotland) Bill*. It includes proposals to introduce new laws that will stop people experiencing homelessness in the first place. This is a great milestone, and we're really pleased to see the proposals include many of the changes we've been calling for. We'll continue to work with the Scottish Government and organisations across the sector to make sure that homelessness is prevented much earlier on.

In Wales we've continued to support the Welsh Government to introduce world-leading legislation to end homelessness in Wales for good. Crisis is helping drive this through my role as Chair of the Ending Homelessness National Advisory Board.

Our work has supported progress on workforce development, how we better understand and measure how homelessness is experienced by Black and marginalised groups and how health prevents homelessness.

## Our new 10-year strategy

We work hard to directly help people out of homelessness and campaign for the changes needed to solve it. But we know we need to go further to end it once and for all.

This year we launched our new 10-year strategy that's about thinking bigger to overcome the barriers to progress. It's focused on ending homelessness in three key ways. These are securing the policies that end homelessness, delivering services that end homelessness for people and places and building a community of people across Britain willing to work with us to create change. You can find out more about our strategy on page 11 of this report.

## Thank you

As ever, none of what we've achieved so far, or aim to achieve over the next decade, is possible without our valued donors, volunteers, campaigners, partners and staff. We're also extremely grateful to people with lived experience of homelessness who are at the heart of our work, and whose insight and expertise guides everything we do. You're all partners in our work, and we cannot achieve our mission without you. Let's build a future free from homelessness together.



Matt Downie MBE  
Chief Executive

# Chair of the Board of Trustees' introduction

**As Matt outlines in his introduction, with homelessness across Britain at an all-time high, the need for Crisis' services has never been more urgent.**

Our frontline teams have continued to work tirelessly to deliver services to people furthest from help. I've seen firsthand how our services across Great Britain provide support for people most in need or who've been shut out altogether. Spending time with members in Birmingham, Croydon, Brent, Oxford and elsewhere, has truly inspired me and our Board of Trustees. Time and again we meet people, who through no fault of their own, are left with nothing, and are turned away by public services. And yet, when working side by side with Crisis, they can rebuild their lives beyond homelessness.

## Focusing on innovation

Innovation is a key theme for Crisis this year. We've branched into new areas, launched new projects and worked in new ways with others who are also determined to end homelessness.

Alongside the opening of Good Place Lettings, I've been impressed by the significant growth of Crisis' Homelessness Covenant which launched in September 2023. In less than a year, nearly 200 organisations have engaged with the Covenant – a pledge by employers to prevent and end homelessness through inclusive and supportive employment practices.

We've reached organisations from a range of sectors including retail, hospitality, energy, financial, construction and the third sector. They're unified in their commitment to

support people affected by homelessness. It's a very striking example of how we can expand our reach across communities and provide practical ways to create change together.

Venture Studio from Crisis continues to go from strength to strength. Now in its fourth year, we've grown our portfolio to bring onboard the UK's first property technology company developing a platform for communities to regenerate empty buildings into social homes. By investing in this innovative start-up, which supports our mission, we'll reinforce our wider work increasing the supply of genuinely affordable housing.

## Attracting new talent

I'm pleased that we were able to recruit two new members to our Board of Trustees in the last 12 months. They bring skills and expertise in housing supply and income diversification. I also immensely enjoyed continuing our relationship and collaboration with people with lived experience of homelessness as a Board this year. Our Lived Experience Advisory Board is a critical part of our charity's governance – as is the fact that we've people with lived experience on the Board itself.

Finally, seeing Crisis launch our new 10-year strategy has been a highlight for me. It's bold and ambitious, while remaining tangible and realistic. Because it was co-produced by people with real expertise, from those with lived experience of homelessness to staff, our longstanding volunteers to sector partners, I'm confident it's achievable.

Alongside this work, we also refreshed our values to create a culture that's positive, ambitious and impact-driven. This will ensure we're being bold in our ambitions, working collaboratively with all those who want to end homelessness and staying focused on the impact we're delivering. It will also make sure we're being equitable in how our organisation is experienced from both inside and outside. Along the way we'll show each other kindness, compassion and dignity.

Reducing homelessness in Great Britain over the next decade will take a collective effort from within Crisis and throughout society. But we know it's possible if we work together.



Dame Tristia Harrison DBE  
Chair of the Board of Trustees

# Our year in numbers

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

Supported over

**6,600**

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

Worked with

**4,355**

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

Published

**four**

research reports exploring our powerful solutions to end homelessness for good

Gave our intensive,  
one-to-one support to

**5,321**  
people

Supported

**10,320**

people with resources and advice to help prevent their homelessness

Supported

**39%**

of people with their first steps out of homelessness through accessing settled homes and a safe place to stay

Enabled our partners

at Pathway to work alongside specialist homelessness teams. Together, they provided

**3,377**

people with support, including helping find accommodation, accessing a GP and addressing mental health problems

Urged political parties

to prioritise ending homelessness ahead of the General Election. A massive

**28,000 actions**

were taken by Crisis campaigners to support our Make History campaign

Awarded

**£75,492**

in grants to 36 people to start new businesses and pursue their career goals

# “My experience made me realise how little support there is.”

## How Crisis helped Zahra and her children move on from a bug-infested hotel room to a safe and secure home.

After her marriage broke down Zahra and her children were forced into homelessness and the council placed them in a hotel room infested with cockroaches and bedbugs. There was nowhere to cook or store food and nowhere for the older children to study for their exams. The lack of privacy and space was particularly challenging for Zahra’s young son with autism.

“My son has autism, and we were all in one room. My daughter got bit on her face and that really upset me... she had to go to school the next morning,” says Zahra.

Six months later, they were still there, with no timeline from the council for moving into a home. That’s when Zahra contacted Crisis Skylight Birmingham. She was matched with her lead worker, Sophie – the right professional for Zahra’s situation.

### From frustrated to hopeful

“You don’t get a timeline or any sense of what’s going to happen next,” says Zahra.

“I contacted Crisis because I was feeling lost and extremely frustrated. My experience made me realise how little support there is for people.”

“Now I feel positive and hopeful. I would like people to know that it will get better.”

With Sophie’s support, Zahra made progress with the council, who helped her access a safe and stable home and healthcare, which improved her wellbeing. Most importantly, she was able to move out of the hotel and into a home with her children.

“Having a marital breakdown was already quite difficult,” says Zahra.

“Sophie worked like an advocate. She sent emails to the temporary housing officer who I was contacting. The support that Crisis offers is very good. It’s not just help with housing, they also support you with education, wellbeing and your health. I’ve just moved into rented accommodation. As a Muslim woman, having our own bathroom again has been particularly important. It was so difficult to have any personal space while living in the hotel.”

# Introducing our new 10-year strategy for ending homelessness

In July 2024 Crisis launched our new 10-year strategy. It sets out a bold vision for how we’ll achieve the beginning of the end of homelessness.

Homelessness can be solved. Both at home and abroad there are real examples of breakthrough progress. These include bold reforms in Wales and Scotland and progress in Austria, Finland and Denmark.

It’s no longer a question of whether homelessness can be ended, but how we introduce proven solutions.

Our strategy is about thinking bigger, doing things differently and working together so that in ten years’ time, numbers will be going down, and the end of homelessness is in sight.

Our strategy was co-produced with our Experts by Experience (people with lived experience of homelessness). Their insight has shaped our vision and solutions. Because of this, we’re confident what we’ve set out is realistic and achievable.

This is how we’ll achieve the beginning of the end of homelessness:



## 1. Securing policies that solve homelessness

We can end homelessness – we just need the right policies and social change. We’ll campaign in England, Scotland and Wales to get the change we need. We’ll also challenge damaging beliefs about homelessness.



## 2. Delivering services that end homelessness for people and places

We’ll build a network of Crisis Centres across the country to directly deliver good quality, affordable homes for members. We’ll do this with people facing homelessness, volunteers and local organisations.



## 3. Building a community of people across Britain helping to end homelessness

We’ll work with anyone who can help end homelessness. That could be landlords, local authorities, employers – everyone who wants to make a difference.

## Supporting our people

We’ll need the right values and culture to get where we want to be. That means supporting our staff, members and volunteers to end homelessness. We’ll also invite people and organisations to share their expertise and deliver solutions to achieve this in partnership.

In everything we do we’ll be **bold, impactful, collaborative** and **equitable**. Together, we will end homelessness.

# Aim 1: securing policies that solve homelessness

**Homelessness is a problem that can be solved. And that starts with changing policies to prevent it and providing quality support when homelessness happens. It's about having enough homes for everyone – and making sure homelessness is no longer caused by people being ignored or treated unfairly by the system.**

This is how we've campaigned for change in the last year.

## Change in England

We campaigned to stop *The Criminal Justice Bill* making rough sleeping a crime. An incredible 10,700 supporters emailed their MP asking them to stop the cruel and unnecessary plans. Thanks to our campaigning, the government removed some of the worst parts of the Bill, and in the end the General Election stopped the Bill going through parliament. But we're still calling on the new government to scrap the Vagrancy Act, which makes it an offence to sleep rough in England and Wales. We're also determined to stop any further legislation that treats people experiencing homelessness as criminals.

Thanks to our supporters, England's main political parties made commitments on homelessness and building desperately needed new homes in their election manifestos. Supporters took an impressive 28,000 actions during the campaign. Our open letter to party leaders asking them to commit to ending homelessness quickly won support. It was signed by 10,737 people, plus

17 high-profile supporters, such as Dame Imelda Staunton and Sir Jonathan Pryce, and 16 Lived Experience Campaigners.

Labour committed to a strategy tackling all forms of homelessness, and to establishing a cross-ministerial group to tackle homelessness across government. We're working closely with them to make change happen.

## Success in Scotland

In Scotland we've campaigned for many years for new laws to prevent homelessness happening. At the end of March 2024, the Scottish Government introduced the *Housing (Scotland) Bill*, which proposes new duties to prevent homelessness.

This is a massive achievement. We're really pleased to see the proposals include many changes we've been calling for. This includes people being able to go to their council for help much earlier and public bodies like hospitals, schools and police helping prevent homelessness. We're continuing to work with the Scottish Government and other organisations to make sure the Bill becomes an Act to support as many people as possible from being forced into homelessness.

## Progress in Wales

We continued to support the Welsh Government to introduce world-leading legislation to end homelessness in Wales for good. This is based on work from an Expert Panel Review which brought together professionals to work out how changes in the law could end homelessness. These include giving more public sector services, like health,

social services and registered social landlords, duties to prevent homelessness. The panel also called to abolish outdated laws limiting support for single people.

During the year, we supported the Ending Homelessness National Advisory Board in Wales, chaired by our Chief Executive. It includes people from charities, local authorities, social housing and the private rented sector. The National Advisory Board is working on solutions to boost the number of homes available for people experiencing homelessness, reducing racial inequalities and understanding how the health sector can prevent homelessness.

## Taking action on racism and homelessness

We've published our first research on racism and homelessness. It shows racism and discrimination can lead to people from Black and marginalised communities:

- being discriminated against by landlords
- being affected by poverty, because of long-standing and deeply ingrained inequality in the system
- having negative experiences with the police and criminal justice system
- getting inadequate treatment for physical and mental health problems.

These all add to the pressures that cause homelessness.

Next, we'll use this research to improve the accessibility and design of our services. We'll also raise awareness and campaign for changes in the system for Black and marginalised communities.

# Aim 2: delivering services that end homelessness for people and places

Safe and settled housing is the foundation of every journey out of homelessness. That's why our services are dedicated to helping members keep or find a home. This means designing services with our members, and sharing what works with everyone who wants to end homelessness.

## Working together to end homelessness

This year we supported 10,320 people facing homelessness. Over half (5,321) had intensive one-to-one support with a Crisis caseworker. Our support helped 39 per cent of people with their first steps out of homelessness through accessing settled homes and a safe place to stay.

## Finding homes in London and Newcastle

We supported 72 people who face several complex disadvantages, like disability and mental health needs, through our Housing First service in London and Newcastle.

## Housing First

Housing First is a key innovation in tackling homelessness with an 80 per cent success rate. It's targeted at people with a history of homelessness, and particularly rough sleeping, with a range of support needs including mental health, substance and alcohol use. Central to Housing First is the principle of providing people somewhere to live first and then unconditional and individual support to help them rebuild their lives.

Crisis has its own Housing First team that works intensively with a small group of members. As well as helping these members find secure homes, we provide support in all areas of their lives. This can include supporting their mental health and wellbeing, building social connections, help with budgeting and bills, pursuing hobbies and interests and lots more. Our support lasts for as long as a member needs it and is entirely tailored to the individual.

## Building connections at Christmas

This year, Crisis at Christmas supported over 6,600 people, including providing hotel rooms for 578 people who would have been sleeping rough across London.

We offer everyone the safety and comfort of their own hotel room, plus specialist and personalised support. It's a dignified approach

we know changes lives. Working with our partners, we extended stays at one London hotel until mid-January, providing rooms for 196 people over four weeks. This gave our guests vital extra time to get dedicated advice and support during one of the coldest months.

Our London day centres provided 2,648 people with warmth, food, advice and support to help them on their journeys out of homelessness.

**61% of our hotel guests were not seen rough sleeping between leaving their hotel and the end of March 2024.**

**65% of guests who benefited from an extended stay were not seen rough sleeping between leaving their hotel and the end of March 2024.**

**86% of people who moved into accommodation immediately after leaving their hotel were not seen rough sleeping as of March 2024.**

Crisis at Christmas is also provided by volunteers in Edinburgh, Newcastle, Liverpool, Oxford, Birmingham and Swansea. Our Crisis Skylights supported 2,378 people with the help of 396 volunteers. Thanks to Lloyds Banking Group, we delivered 1,166 hampers, 907 meals/meal vouchers, and provided 364 members with wellbeing sessions.

Thanks to our partner, Specsavers, we ran 11 eye care clinics across all our Skylights this Christmas. The clinics tested 98 people's eyes and provided 106 pairs of glasses free of charge to our guests and members. Also, for the first time, we offered ear health checks and treatment to Christmas guests – an important addition to our healthcare support.

All this was made possible by our supporters, partners and an incredible team of 3,660 volunteers. We couldn't have done it without you.

## Life-changing lettings

We know access to safe, affordable and settled homes will help end homelessness. So, over the next ten years we want to provide at least 1,000 genuinely affordable homes for our members.

Our first step was launching our new lettings agency with Homes for Good, Good Place Lettings. The first branch is above our Crisis shop on Brick Lane, London. We want to have more in the future.

Good Place Lettings is a different kind of lettings agency. It provides housing in the private rented sector for our members while also offering high-quality lettings and property management services to tenants and landlords across East London. Plus, as a social enterprise, all profits are reinvested into the agency to further increase its impact.



## Our Skylights

Our Skylight centres are often the first port of call for people seeking support. They deliver life-changing services. The data and insights from our services provides evidence powering our work on policy and social change. This year, three of our Skylight centres moved to new buildings. They were co-designed with people with lived experience of homelessness, to be as welcoming as possible.

### Brent

Our Brent Skylight supports people experiencing homelessness. Our new location allows us to be a driver for local change and pilot innovative place-based approaches. We can now provide our members with laundry and shower facilities, an IT room and a courtyard for therapeutic gardening, kindly made possible by The Berkeley Foundation and its staff volunteers.

### East London

Our East London Skylight supports over 2,600 people a year. Our new location has more dedicated spaces to provide one-to-one support and coaching for people to access safe homes. We've partnered with agencies in the community such as night shelters, immigration advice, legal advice, local councils and many more. They can now work from our brilliant new Skylight and provide vital services for our members under one roof.

### Edinburgh

Our Edinburgh Skylight provides direct support to people experiencing homelessness. Our new location has a wellness floor, where people experiencing homelessness can access a permanent Vision Care for Homeless People clinic, the first of its kind in Scotland. People can also use other health and wellbeing services including podiatrists, hairdressers and some NHS services. This was made possible thanks to the incredible support of Specsavers, who have also funded a Vision Care clinic in our East London Skylight.

We are grateful to the many generous people, charitable trusts and corporate partners whose funding made our moves possible. A special thank you goes to players of the People's Postcode Lottery, whose generous support helped fund all three of our new Skylights. Because of your help, people facing homelessness know they're in a safe place when they walk through the doors. And that's an important first step on their journey out of homelessness.

# Aim 3: building a community of people across Britain helping to end homelessness

**Homelessness has a huge impact on our communities. But together we can demand and create change. We're here to help everyone who cares about homelessness to make a difference. Together, we're building a national community determined to end it.**

## Preventing homelessness through work

The Homelessness Covenant is a pledge by employers to prevent and end homelessness through inclusive and supportive employment practices. It was developed by Crisis and the Department for Work and Pensions and Department for Levelling Up, Housing and Communities.

Over the last year 39 businesses have signed our Homelessness Covenant. They've all pledged to help end homelessness through their workplaces with better access to jobs and training, plus positive community action.

So far nearly 200 diverse businesses have asked us for more information – and we've talked with 100 more about pledging. That includes people working in retail, hospitality, energy, finance, construction and charities.

This year we launched our *Best Practice Guide for Employers*. It has practical help for supporting employees at risk of, or experiencing, homelessness and advice on creating a more inclusive and supportive workplace.

## Built for Zero

Built for Zero is a proven place-based approach to end homelessness that's worked in the USA, Canada and Australia. We've worked with four local authorities to adapt it for the UK: Brent, Islington, Rhondda Cynon Taf and Calderdale.

Built for Zero aims to solve homelessness for one group of people at a time until the whole system changes and homelessness has been ended in that place. It involves everyone involved working towards a shared aim and uses data to develop solutions.

## Built for Zero in action in Brent

The team in Brent are collecting data about people who are rough sleeping. Although this work is in its early stages, they're reporting positive changes. This includes offering people better links with healthcare and providing more streamlined support. It means people experiencing homelessness no longer need to go through the potential trauma of repeating their stories.

Now we know the true extent of rough sleeping in Brent. This means we can work together to plan solutions, trial new ideas and provide accurate statistics to local and national governments to drive change.

### Built for Zero in action in Calderdale and Rhondda Cynon Taf

Our teams in Calderdale and Rhondda Cynon Taf are working with people leaving prison, as we know they're at greater risk of homelessness.

They're also focusing on people living in temporary accommodation. This exciting work has the potential to help many local authorities with one of the most difficult challenges they currently face. We aim to reduce the number of people in temporary accommodation by up to 25 per cent in six months. We'll then use what we've learned to keep reducing numbers.

Thank you to the Disrupt Foundation, Berkeley Foundation, Richard Waite and Jennifer Hayward who have generously supported this work and helped us develop a new approach to place-based work at Crisis.

### Funding innovative solutions

Our Venture Studio aims to accelerate the end of homelessness through entrepreneurship, investing in and supporting startups to deliver innovative solutions.

This includes companies like:

**Pfida** – an ethical financial technology company providing access to debt-free homes.

**Urban Intelligence** – a software company that helps local authorities meet housing targets by making the planning process simpler and helping identify areas for new social housing.

**Grand Bequest** – the UK's first property technology fintech B Corp.

**Agile Homes** – designers and builders of high-quality low carbon affordable homes.

**GoodPAYE** – a payroll giving platform that enables employees to effortlessly donate a portion of their salaries to charitable causes.

Our Venture Studio has:

- secured £250,000 of investment to support our work
- provided over 129 hours of support to businesses. This includes co-designing ways to measure impact, supporting market strategy and sharing Crisis' expertise and research
- worked with people who've experienced homelessness on our investment decisions. This includes making sure we can measure companies' real-world impact on what really matters.

### Our Pathway partnership

Our partnership with homeless health charity Pathway ensures that people facing homelessness get the healthcare they need. This year, Pathway have supported teams across nine hospitals in England, in Hackney, South West London, North West London, East Kent, Plymouth, Hull, Leeds and South Wales. The Pathway teams ensure that patients facing homelessness get appropriate care in hospital, such as visits and support. They also work to improve care, make sure that alcohol dependence issues are addressed appropriately, and plan for those leaving hospital, including finding accommodation where possible.

### From hospital to the streets

Pathway launched their first campaign to make sure no one is discharged from hospital onto the streets. Leaving hospital with no home to go to while recovering from a serious illness, or surgery, is dangerous. It can be life threatening and puts further pressure on the NHS. To address this, Pathway is campaigning for funding and resources to provide more accommodation for people leaving hospital.

In partnership with Pathway, we've published a major research report, *The Homeless and Inclusion Health Barometer 2024*. The first of its kind, it reveals how the national crisis facing both our health and housing systems leads to worsening health for people in inclusion health groups, including people experiencing homelessness. It calls on government, along with NHS England, to lead reform of mainstream health services and increase availability of specialist care. It also calls for a commitment to deliver the social housing needed to ensure that everyone has a safe and healthy home.

### Our volunteers are vital

Our volunteers are a community of people passionate about ending homelessness. We're incredibly grateful for their time and dedication.

This year the number of volunteers who directly helped our members rose steadily. They're becoming an essential part of our teams who welcome and support new members, provide positive, informal learning and extend our work in housing and tenancy support.

Volunteers also helped make our three new shops a success. And they're also vital to helping our digital shopping orders get to supporters. Staff at our corporate partners, including Lloyds Banking Group and Price Waterhouse Coopers, have given over 130 days of volunteering in our shops.

This year we also recruited 36 volunteers for our Changing Lives programme. This includes mentors who can offer guidance and advice to people who receive our grants.

Thank you to all our volunteers, especially those who are moving on from their roles at our Volunteer Advisory Panel. We're hugely grateful for the way you've shaped our strategy, new values and your careful guidance and insight.

**Crisis is delighted to have been supported by over 4,352 volunteers across all our work this year. Over 3,660 volunteers from across the UK mobilised for Crisis at Christmas. Their energy and compassion helped fuel a fall in rough sleeping over the season.**

# “My experience with Crisis is very rewarding.”

**Maria has volunteered for our Housing First Team at Crisis Skylight London for over a year. Hear how she develops her skills while making a difference.**

“It’s an exciting opportunity and I never get bored,” she says.

“I’ve always felt the urge to join an organisation that fights for social justice and the elimination of hardship and social stigma. I consider my volunteering as the starting point of my engagement with social movements.”

Maria joins the team once a week to help with admin – but her role is anything but routine. Supporting our members is right at the heart of her work. This can mean everything from booking emergency accommodation to helping organise a trip to the Tower of London and carrying out research.

## **Developing skills, changing lives**

“I’ve witnessed the great impact Crisis has on our members,” she says.

“I’ll never forget [members] sounding super excited to talk to me about their aspirations. I had a long conversation about potential cooking classes, because [a member] had just moved to a new flat and could prepare meals for his girlfriend. Another member expressed an interest in playing football. So, I’ll support them to find local opportunities to do this.”

# Shop from Crisis

**Our high street stores offer a range of pre-loved fashion, homeware and gifts raising funds and engaging over 500 volunteers in communities.**

Over the last year we continued to expand our network in London, opening new stores in Muswell Hill, Putney and Streatham. The popular Pop-Up Crisis at Saville Row returned in December offering designer wear and featuring donations from Kate Moss and Stormzy.

Our online shop continued to grow, launching Crisis’ first-ever Christmas gift catalogue and a range of virtual gifts.

As we move into our 10-year strategy, we’ll explore new sources of commercial income. Our retail offer will play an important role in this, and we’ll grow our network of shops across Great Britain.

# Raising funds to end homelessness

## Find out how incredible supporters like you have helped us change lives this year.

Our amazing community of supporters power our work to end homelessness. They include corporate partners, trusts, foundations, national and local government, community groups and individuals. We can't end homelessness without you.

From volunteering to supporting our campaigns, from challenges and events to donating vital funds, your dedication and commitment makes a life-changing difference.

Incredibly, this year we raised over £58m. Our annual Christmas appeal alone raised over £26m. This generous support was especially inspiring considering the cost-of-living crisis and other emergencies around the world. We're grateful for each and every gift.

## Building a future free from homelessness

A journey out of homelessness can take time. Regular monthly gifts help us plan ahead so we can help people to end their homelessness for good. We now have 50,000 of these committed supporters giving regular donations to help fund our services all year round.

No one should grow up to experience homelessness. Gifts in wills mean future generations won't have to – and this year we launched our first TV advert promoting them. As we start our new 10-year strategy, gifts in wills are vital for creating a future free from homelessness.

## Our Lloyds Banking Group partnership

In April 2024, we celebrated the one-year anniversary of our incredible partnership with Lloyds Banking Group, who support the Changing Lives Grant Programme and the development of Good Place Lettings. This is a new social enterprise lettings agency following the successful model of Homes for Good in Glasgow, which will work to make renting more accessible and affordable across London. Good Place Lettings has now opened its first branch in London, with more branches to follow.

Since the start of the partnership, Lloyds Banking Group colleagues and customers have raised over £2m. Colleagues have volunteered thousands of hours in our shops, Christmas hotels, warehouses and across our Skylights. We have awarded 36 Changing Lives grants to help our members start their own businesses or gain qualifications. We're delighted to welcome colleagues as mentors to the programme, bringing a wealth of expertise to help grantees progress their ambitions.

We have co-developed a group-wide learning module to develop Lloyds Banking Group colleagues' understanding of, and confidence in, speaking about homelessness. This helps to ensure customers are best supported and colleagues can become advocates for an end to homelessness. Over 7,000 colleagues have already completed this training. To further demonstrate their commitment to ending homelessness, Lloyds Banking Group have joined Crisis' Homelessness Covenant and developed an internal system of support for employees experiencing, or at risk of homelessness. Together, we have made the joint call to see one million more social homes to be built over the next decade.

## Superstar supporters

Each year we challenge supporters to feel the freeze and take part in Icebreaker, our cold-water challenge event. Taking the plunge during winter, supporters joined events in London, Oxford, Wales and Scotland or organised their own event like our superstar supporters, the January Daily Dippers.

The Daily Dippers were founded by the wild swimming community of Gaddings Dam, a picturesque Victorian millpond in West Yorkshire which claims to have the highest beach in England. This brave bunch dips into cold waters every day in January as part of a "daily vigil into the cold to end homelessness". So far, they've raised over £143,000 in seven years. Over the years the group has grown from an original team of three to around 20 dippers across the country – "all taking the plunge in just our cossies and big smiles every day throughout January!"

## Partners in change

Our philanthropic supporters are partners in our mission to end homelessness. Whether they donated money, made introductions, offered their time as expert volunteers or arranged gifts in kind, their loyalty and dedication has enabled us to achieve amazing things over the past year.

Thanks to their unwavering support and passion for change, they've helped us work to end homelessness. Our supporters have funded crucial frontline services, contributed to our London Skylight Capital project and helped us expand Built for Zero (see page 17). They've campaigned for The Housing Bill (Scotland), supported entrepreneurship and innovation in housing, and so much more.

## Making renting work for our members

We're working with The Dispute Service (TDS) in a new three-year, £1.8m partnership to make the private rented sector work better for people facing homelessness. TDS are the leading tenancy deposit and dispute resolution service provider in the UK.

Private rentals have a vital role in ending homelessness. But our members find it harder than ever to rent homes.

Thanks to TDS' funding, we're creating specialist roles in our Skylights across Britain. They'll work in local communities, building relationships with landlords to create routes into good quality homes for more of our members.

Meanwhile, our innovation fund will help remove the barriers members face to private renting. This includes support with deposits and rental top-ups allowing members to find the right home. We'll also help with costs like furniture and household essentials.

Along the way we'll collect evidence and share what works with politicians and housing providers to create a fairer system for everyone.

# Our people and culture

**Ending homelessness starts with our people and how we work together. This year we launched our new values, promising to be bold, impactful, collaborative and equitable. These values will shape how we work together to end homelessness while becoming a truly inclusive workplace ready to successfully deliver our 10-year strategy.**



## Bold

We're relentless in our mission to end homelessness. We'll make a real difference – no matter what challenges we face. We're not afraid to try new things, take risks, or sometimes fail.



## Impactful

Our work is based on evidence, has a big impact, and meets high standards. Everything we do should help end homelessness – and we'll be accountable to everyone we work with.



## Collaborative

We work best together. We'll share ideas, find solutions, and embrace new ways of doing things. Co-production is at the heart of what we do – and people with lived experience of homelessness shape our work.



## Equitable

We're about fairness and equity. We'll always champion the voices and experiences of people who are marginalised. With evidence and insight, we'll also challenge barriers put up by the system.

Our staff said they were inspired by our new way of working. "Hopeful", "optimistic" and "excited" were all words they used to describe our ambitious plans.

## Supporting our people

In the last year we continued to improve our people policies and practices, working with our union and staff networks. For example, we're working to improve our workplace adjustments for staff with disabilities and planned the launch of a new toolkit and guidance.

We also developed a new resolution policy and launched a series of staff workshops to raise awareness of it. The policy helps build a positive workplace by encouraging and supporting colleagues to resolve conflict early.

Over the year we invested in an organisation-wide programme to strengthen our approach to safeguarding. This ensures everyone across Crisis has an appropriate level of safeguarding training and criminal record checks. We're working with external experts to support us to learn and improve our policies and procedures.

We've also:

- promoted salary sacrifice to help staff make their money go further
- collaborated to better improve our support for staff facing homelessness
- invested in our people analytics team so that we can produce and analyse meaningful people data. This helps us make sure our priorities are backed by evidence and includes real-time data on the gender pay gap.

## Welcoming new Experts by Experience

To end homelessness, we need to be guided by the people who've lived it. Our Experts by Experience network shapes our work by making sure this valuable expertise is at the heart of everything we do.

In June 2024 we welcomed 22 new Experts by Experience, taking the total to 42. Since July 2023, 85 people from the network have worked on 118 projects. Members of our network have trained staff on co-production, helped hire new staff, shaped our new values and more. Members of our Lived Experience Advisory Board work directly with our trustees.

The network has also helped Lloyd's Banking Group learn more about homelessness as part of our partnership and find new ways the bank can help end it.

# Ensuring diversity, equality, equity and inclusion

**Racism and discrimination have no place in our society. We're committed to working against them.**

Diversity, equality, equity and inclusion (DEEI) are key to ending homelessness.

This year we continued to raise awareness of DEEI at Crisis to make it part of all we do – from our policies to innovation strategies and Christmas campaign. We're making DEEI more transparent in how Crisis is governed. We'll report how we're meeting our commitments and find ways to better support our Board of Trustees to achieve them.

We recognise and celebrate diversity and value the differences and unique insights of all our staff, volunteers and members. We also know racism and discrimination contribute to homelessness, putting pressure on people that makes other challenges worse. This means people facing certain challenges, or from particular groups and backgrounds, are more likely to face homelessness.

## Tackling racism and discrimination

Crisis is working to meaningfully embed DEEI in our work and our organisational culture and practices to have a truly inclusive workplace.

Our 10-year strategy sets out a bold vision for the beginning of the end of homelessness which is about thinking bigger and developing solutions to overcome the barriers to progress. Our work must be grounded in fairness and equity.

We're on a journey to meet this vision. After a full external review of our policies, workplace culture and ways of working we've committed to:

- a learning and development programme so that all our managers have the knowledge and understanding to equitably and consistently apply our policies and practices. We'll support them to address equality, diversity and inclusion issues, including bullying, harassment and micro-aggressions
- be more transparent with decision-making, understanding and application of Crisis' policies, such as pay and remuneration
- develop targeted programmes to support under-represented groups to succeed in the workplace and grow the potential of our existing colleagues. This includes development programmes to support staff with lived experience of homelessness and colleagues who are from minoritised ethnic communities to ensure they can learn, grow and ultimately succeed at Crisis.

## Supporting our staff

This year we enabled staff to add pronouns to their signature strip and encouraged everyone to do it. We were also pleased to see our staff networks developing and getting more visible. Each network is sponsored by a senior staff member, giving our leadership team more insight into each community.

Like other organisations, we've had to respond to global and national events that can negatively impact our staff, which is still an ongoing challenge. We made sure everyone who needed support knew where to find it.

# Thank you

**Crisis would like to thank our generous funders, whose names are listed below. We'd also like to thank our amazing private supporters and those who have given the incredible gift of donating through their will.**

Alan McLean	Margaret Barilone	The Disrupt Foundation
Andrew Moncrieff	Minnie and Joe MacHale	The Mill Charitable Trust
Bensons for Beds	Mr Reginald Moses Phillips Charitable Foundation – issued by Ludlow Trust	The National Lottery Community Fund in Wales
Birmingham City Council	Mrs Davina Francescotti	The Northwood Charitable Trust
Bradley and Katherine Wickens	NHBC	The PwC Foundation
Calleva Foundation	North West Probation Service	The Watches of Switzerland Group Foundation
City Bridge Foundation	Oak Foundation	The Wimbledon Foundation
Comic Relief	PAN LONDON SHPS	Thomas Roberts Trust
Constance Travis Charitable Trust	Paul Smee	Tristan Richardson and Caroline Wallace
Elliott Simmons Charitable Trust	Peak Scientific Instruments Ltd.	Trueform Manufacturing and Technologies Group
Ernest Hecht Charitable Foundation	Peter and Jan Winslow	Vida Homeloans
Greater London Authority	Players of the People's Postcode Lottery	Virgin Media O2
GROUNDSWELL	Procurement Hub, part of Places for People	VISA Europe Limited
GSK	Richard Waite and Jennifer Hayward	West Midlands Combined Authority
Guido Barzini	Sachs Foundation	Zoopla (part of Houseful)
Housing Justice	Schutz Engel Trust	
Jane Barker CBE	Shamir Dawood	
Jane Jewell	Specsavers	
Joe Lycett	Spring Housing	
John Frieda (Kao)	Stephenson Harwood LLP.	
Juno	Taylor Wimpey UK Ltd	
Linbury Trust	The 29th May 1961 Charitable Trust	
Liverpool City Region Combined Authority	The Berkeley Foundation	
LLOYDS BANKING GROUP	The Dispute Service	
LOMBARD ODIER PRIVATE ASSET M		

## Structure, governance, and management

### 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 the trading of bought in goods in our shops and online.

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

### 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.

The key decisions taken by the board of trustees during the year were:

- The approval of the merge of the Finance and Investment Committee and the Audit, Risk and Assurance committee;
- The approval of reappointment of the Chair of the board of trustees for a second 3-year term to July 2026;

- The approval of the revised risk policy; and
- The approval of recruitment of up to three new trustees.

### Trustees

At the time of approval of this report, Crisis UK's Board of Trustees comprised 12 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 the 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 comprises 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 is comprised of 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 an Expert by Experience member 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 Housing Supply Committee comprises a minimum of three trustees and a maximum of three co-opted members 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.

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.

### 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.

### 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 SLT members 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 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. This is 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 five established staff diversity networks. These are:

- Race Equality Network [REN] – for staff from diverse communities
- LGBTQ+ Staff Network – for staff from the

LGBTQ+ community and individuals who are allies to the LGBTQ+ community

- Lived Experience of Homelessness Staff Network – for staff working across the organisation that have experienced homelessness
- Women's Network – a network for women and individuals who are allies to this community and have an interest in the issues affecting women
- Disability Awareness at Work Network [DAWN] – for disabled staff.

The networks are important to supporting a diverse and inclusive culture across the organisation, discussing common issues and challenges and other topics of interest, celebrating their identity[ies] and supporting a sense of belonging and community. They:

- provide peer support for members and a space that enables people to be their authentic and best selves
- champion issues across the organisation
- raise awareness of the issues affecting them
- improve the working environment for network members and so all Crisis employees
- contribute towards making Crisis a truly diverse and inclusive organisation.

### Employee engagement

We place great importance on ensuring employees are regularly updated and have appropriate opportunities to engage with senior management. Our intranet has been refreshed during the year and offers a range of ways to share and distribute information and updates. The Chief Executive and Senior Leadership Team hold all staff meetings on a quarterly basis. They aim for each update to be informative and demonstrate our desire to shift to being a more collaborative and impactful organisation. The meetings aim to bring our strategy alive, bring the voice of members to everyone, celebrate achievements and discuss important topics, our finances and the external environment.

Senior Leadership Team colleagues regularly visit Crisis locations to meet with staff, volunteers, members and our partners. Teams and directorates meet regularly, as do our five staff diversity networks. Crisis' management have regular meetings with Unite representatives as part of the union recognition arrangements, collaborating on a range of initiatives. Online Tea and Talk meetings are a well-established way for colleagues to share information on a range of topics as well as provide an opportunity for staff feedback. An external review has been the primary way throughout this period to listen to staff views on Crisis' equity practices, our workplace culture, diversity, equality, equity and inclusion from a structural, procedural and experiential lens.

### 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

#### Strengthening supporter relationships and ethical fundraising

Throughout 2023-2024 we remained committed to exceptional supporter care and ethical fundraising. We focused on understanding our supporters' needs and preferences, exceeding their expectations and creating a community committed to ending homelessness.



## Our key achievements include:

- **Supporter satisfaction:** 97.9 per cent of our supporters were happy with the service they received when they contacted our supporter care team. We received 102 complaints during this period (2023: 86); we continue to work hard to improve supporter satisfaction and we always work to address concerns and resolve issues promptly and effectively. This reflects our ongoing work to improve supporter satisfaction and address concerns promptly. We'll continue to work hard to reduce complaints.
- **Improved privacy and communication:** we've strengthened our privacy policies and regularly review our communications. Our supporters can quickly change their marketing preferences online through our website, putting them in control. Our goal is to ensure that every communication is relevant, meaningful and inspirational while respecting supporters' privacy.
- **Ethical fundraising:** Crisis is committed to ethical fundraising and follows the Fundraising Regulator's voluntary regulation scheme. We've worked closely with our suppliers and agenda and we have service level agreements in place with them. We monitor their operations by having regular contact with them ensuring that they follow the same high standards. We've also launched staff training programmes to promote ethical fundraising and prevent pressure or harassment.

## Looking ahead, we'll continue to:

- **Prioritise supporter experience:** We'll invest in understanding our supporters' changing needs and make sure we put them first in our fundraising. We'll also invest in understanding supporters' preferences through research and feedback. This will help us provide personalised, relevant experiences that exceed supporters' expectations, making sure they're at the heart of all decisions.
- **Strengthen ethical fundraising practices:** we'll make sure we follow fundraising requirements and maintain an ethical fundraising culture. We'll also explore opportunities to improve our training

programmes and promote ethical fundraising throughout Crisis and with our partners.

- **Enhance communication:** we'll continue to explore innovative ways to effectively and meaningfully communicate with our supporters. This includes harnessing digital channels, personalised content and storytelling to build stronger connections and inspire action.

By focusing on these areas, we aim to build stronger relationships with our supporters, inspire trust and ensure we end homelessness for good.

## 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 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 and 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. We have used the 2024 UK Government GHG Conversion Factors for Company Reporting in the calculation of reported figures.

## Energy efficiency actions and targets

Crisis has now taken part in ESOS Phases 1, 2 and 3, the last of which was submitted June 2024. Phase 3 has identified further opportunities for energy savings across the organisation, some of which Crisis will be taking forwards in an action plan to cover the next three years until ESOS Phase 4 is introduced.

Element	2023-24 (tCO2e)	2022-23 (tCO2e)	2021-2022 (tCO2e)	2020-2021 (tCO2e)	2019-20
<b>Gas consumption</b> – at premises where Crisis holds control over metering and invoicing (SCOPE 1)	91.14	90.62	62.86	57.43	68.47
<b>Owned transport</b> – for vehicles rented by Crisis for work purposes (SCOPE 1)	16.48	25.63	20.65	19.04	44.09
<b>UK Electricity</b> – at premises where Crisis holds control over metering and invoicing	166.68	163.07	150.62	144.34	238.27
<b>Total (tCO2e) SCOPE 1 &amp; 2</b>	274.30	279.32	234.13	220.81	350.83
<b>Transmission and Distribution of UK Electricity</b> – at premises where Crisis holds control over metering and invoicing (SCOPE 3)	14.73	14.11	13.78	12.77	21.83
<b>Business travel (land)</b> – Private staff and volunteer mileage (SCOPE 3)	11.01	19.15	13.57	8.26	21.61
<b>TOTAL (tCO2e) SCOPE 3</b>	25.74	33.26	27.35	21.03	43.44
<b>TOTAL EMISSIONS (tCO2e)</b>	300.04	312.58	261.48	241.84	394.27
<b>Intensity metric tonnes of CO2e per full-time employee</b>	0.45	0.41	0.38	0.40	0.73

## Summary and next steps

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

Our intensity metric shows a 0.04% change in the tonnes CO2e per full-time employee from 2022-23 to 2023-24.

We have seen a steady usage of gas and electricity supplies (under our control which we are able to monitor and provide usage figures for). This is in line with expectations from operating at larger more suitable premises, and the continued expansion of our Shop from Crisis network.

We are 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.

We have seen an average 39 per cent reduction in our use of owned transport and business travel-related emissions. This is in part due to financial prudence from the organisation and from the closure of an outreach model Skylight which involved considerable business travel.

In addition to the development of an environmental action plan resulting from ESOS Phase 3, Crisis will explore its overall Environmental, Social and Governance (ESG) strategy and how we report on this.

## 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 ensure that they can be achieved. Our fundraising and retail income 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 ensure a financially sustainable future, to maximise our reach and impact.

The financial result for the year is a surplus of £1.5m. Total income of £66.1m was 2% higher than previous year (£65.0m in 22/23) while expenditure reduced from £67.1m in 22/23 to £64.7m in 23/24 (-4%). The previous year included redundancy and termination costs of a change programme. The fundraising environment has been challenging, with income from donations and legacies falling by £1.2m (-2%). Our retail shops performed well with income increasing from £4.8m to £5.2m, boosted by the opening of three new shops in the year.

After the change programme we have undertaken a year of consolidation and the resulting surplus has led to an increase in Total Reserves by £1.5m, from £38.6m to £40.1m with the Free (General) Reserve increasing by £0.2m to £12.4m.

## Going concern

The board has reviewed our financial position and believes there are sufficient resources to manage any operational or financial risks. Throughout the year the board receives financial updates on our spend against budget. The board is satisfied that there are no material uncertainties relating to events or conditions which may cast doubt upon the ability to continue as a going concern and therefore continues to adopt the going concern basis of accounting in preparing the annual report.

## 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 and retail 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 Customer Relationship Management system.

Taking these considerations into account, we are expecting to achieve breakeven in the next financial year, with a return to surpluses in year three. 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 and retail assumptions, and that these are harder to evaluate in the current economic climate. We also recognise risks around our expenditure plans, in particular inflation risks, as well as the opportunity to generate efficiencies through more effective and aligned processes and procurement activities.

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 2024/25 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

- our audience strategy to align with our fundraising and engagement asks so we can make the most from our fundraising investments.

## Crisis' reserves policy

Our reserves policy is designed to reflect the underlying risks facing us, as identified by the Crisis Principal risks. This ensures we have an appropriate level of reserves to safeguard our operations and services for people experiencing homelessness. 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 £24.3m were held in June 2024 as follows (see Note 21a in the Financial Statements for the movement from 22/23 to 23/24):

- Data and Digital Transformation £1.2m
- Intangible and Tangible Fixed Assets £23.1m
- Total Designated Reserves £24.3m

The trustees consider the minimum level of free reserves annually (excluding restricted and designated reserves required to support our operations). Our risk management process identified Crisis' principal risks.

Following this review, the trustees have determined that the minimum required level of free reserves is within the range of £13-£15m as of 30 June 2024. The actual level of free reserves at this date was £12.4m. The requirement and underlying factors are considered annually, and the minimum reserves requirement is, therefore, expected to change over time.

The charity faces a challenging fundraising environment brought on by economic factors impacting our reliance on individual giving income. Some of this free reserve has been used

to diversify our income base, such as investing in e-commerce and retail expansion. Per our three-year modelling projections, we expect to be within range over the medium term.

## Investment management

Under Crisis' investment policy, the organisation holds a balanced portfolio of investments. Funds equivalent to the lower 10 per cent of budgeted expenditure (excluding non-cash items, gifts in kind and expenditure for which restricted funding has already been secured) or 25 per cent 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 £13,000 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 three-year high-level plan, 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 strategic 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 centres around the principal risks that Crisis is exposed to and includes the identification of risks on both 'top down' and 'bottom up' bases. This involves considering internal and external factors that could affect our ability to achieve our strategy and specific risks attributable to operations. Identified risks are rated according to the likelihood and impact of the risk occurring, as well as how soon Crisis would be impacted should the risk occur. We overlay on this a review of the risks to delivery of the strategic 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 and continuing recessionary pressures. 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.

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 compliance framework is comprehensive reporting of incidents, accidents and near misses. This reporting includes all safeguarding alerts and concerns and information governance breaches that occur. All are considered by the appropriate governance committees who have assurances of our robust internal processes for assessing if 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, on a proactive basis, none of which resulted in regulatory action or enforcement.

## 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

BDO LLP were appointed as the charitable company's auditors during the year, after an audit tender process.

The trustees' annual report, which includes the strategic report, has been approved by the trustees on 17 December 2024 and signed on their behalf by Dame Tristia Harrison, Chair of Trustees.



Dame Tristia Harrison DBE  
Chair of the Board of Trustees

## Independent Auditor's Report to the members and trustees of Crisis UK

### Opinion on the financial statements

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 2024 and of the Group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- 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) Regulations 2006, as amended.

We have audited the financial statements of Crisis UK ("the Parent Charitable Company") and its subsidiaries ("the Group") for the year 30 June 2024 which comprise the consolidated statement of financial activities, the consolidated and charity balance sheets, the consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Independence

We remain independent of the Group and the Parent Charitable Company in accordance with the ethical requirements 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.

## Conclusions related 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 the Group and the Parent Charitable Company'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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial

statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Other Companies Act 2006 reporting

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

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' Report, which are included in the Trustees' Report, have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Group and the Parent Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic report or the Trustees' report.

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

- proper and adequate accounting records have not been kept by the Parent Charitable Company;
- the Parent Charitable Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' 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 trustees' responsibilities statement, the trustees (who are also the directors of the 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 determines 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 the Acts and relevant regulations made or having effect thereunder.

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.

### Extent to which the audit was capable of detecting irregularities, including fraud

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 is detailed below:

#### Non-compliance with laws and regulations

Based on our understanding of the Group and the sector in which it operates, discussion with management and those charged with governance and obtaining and understanding of the Group's policies and procedures regarding compliance with laws and regulations, we identified that the principal laws and regulations that directly affect the financial statements to be the United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice), UK tax legislation, the Companies Act 2006 and employment law.

The Group is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be health and safety legislation, Charities Act 2011, General Data Protection Regulations and employment law.

Our procedures in respect of the above included:

- review of minutes of meeting of those charged with governance for any instances of non-compliance with laws and regulations;
- review of correspondence with regulatory and tax authorities for any instances of non-compliance with laws and regulations;

- review of financial statement disclosures and agreeing to supporting documentation;
- review of legal expenditure accounts to understand the nature of expenditure incurred; and
- review of serious incident reports made to the Charity Commission.

### Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- enquiry with management and those charged with governance regarding any known or suspected instances of fraud;
- obtaining an understanding of the Group's policies and procedures relating to:
  - Detecting and responding to the risks of fraud; and
  - Internal controls established to mitigate risks related to fraud.
- Review of minutes of meeting of those charged with governance for any known or suspected instances of fraud;
- review of correspondence with HMRC, the Charity Commission for England and Wales and the Office of the Scottish Charity Regulator;
- discussion amongst the engagement team as to how and where fraud might occur in the financial statements; and
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

Based on our risk assessment, we considered the areas most susceptible to fraud to be management override of controls, and legacy accrual recognition.

Our procedures in respect of the above included:

- testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation;

- assessing significant estimates made by management for bias; and
- testing a sample of accrued and unaccrued legacy income around the year end to ensure that the recognition is in line with the Charity SORP.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's (FRC'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 to the Charitable Company's trustees, as a body, in accordance with 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 and trustees 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, the Charitable Company's members as a body and the Charitable Company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

**DocuSigned by:**  
  
 BC8C15A11E97446...  
 Fiona Condron (Senior Statutory Auditor)  
 For and on behalf of BDO LLP, statutory auditor,  
 Gatwick, UK  
 Date 10 January 2025  
 BDO LLP is a limited liability partnership  
 registered in England and Wales (with registered  
 number OC305127).

## Trustees, senior leadership, and advisers

### Patron

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

### Vice Presidents

Lord Alton of Liverpool

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

Dame Tristia Harrison DBE ^ ~ Chair of Trustees

Waqar Ahmed \$ %

Terrie Alafat, CBE ^ ~ % (resigned 30 July 2024)

Charlotte Bates #

Ezechi Britton, MBE \$

Martin Cheeseman, OBE \*# V (resigned 3 March 2024)

Sapna Dutta \*

Victoria Fox #

Julia Goldsworthy \* (resigned 29 June 2024)

Geeta Nanda % (appointed 1 September 2024)

Kathleen Palmer # %

Alison Wallace \* \$

Robert Weston \$ (resigned February 2024)

Alastair Wilson % (appointed 1 June 2024)

\* member of the Audit, Risk & Assurance Committee

\$ member of the Finance and Investment Committee

^ member of the Nomination Committee

~ member of the Remuneration Committee

# member of the Client Services Governance Committee

% member of the Housing Supply Committee

Terrie Alafat, Co-opted Housing Supply Committee Chair (appointed 30 July 2024)

Gavin Smart, Co-opted Housing Supply Committee Member (appointed 1 September 2024)

Nicholas Couchman, Expert by Experience, appointed to serve as a non-Trustee on the Client Services Governance committee

### Company Secretary

Louise Harris

### 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

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

Fiona Condron

## Auditors

BDO LLP  
2 City Place,  
Beehive Ring Road,  
Gatwick,  
West Sussex,  
RH6 0PA

## 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 2024

		2024			2023		
	Note	Unrestricted £000	Restricted £000	Total £000	Unrestricted £000	Restricted £000	Total £000
<b>Income from:</b>							
Donations and legacies	2	45,686	2,276	<b>47,962</b>	46,420	2,748	49,168
Charitable activities	3	1,600	9,017	<b>10,617</b>	4	9,238	9,242
Other trading activities	4	6,583	182	<b>6,765</b>	5,827	86	5,913
Investments		593	5	<b>598</b>	248	-	248
Other		193	5	<b>198</b>	335	51	386
<b>Total income</b>		<b>54,655</b>	<b>11,485</b>	<b>66,140</b>	<b>52,834</b>	<b>12,123</b>	<b>64,957</b>
<b>Expenditure on:</b>							
Charitable activities							
Christmas		2,449	1,678	<b>4,127</b>	2,770	1,269	4,039
Campaigning and influencing		1,395	915	<b>2,310</b>	2,749	623	3,372
Education, employment, health & wellbeing		17,742	8,153	<b>25,895</b>	20,572	6,478	27,050
Housing		2,921	250	<b>3,171</b>	4,578	271	4,849
Volunteering		436	-	<b>436</b>	562	-	562
Social enterprise		402	582	<b>984</b>	48	604	652
Total expenditure on charitable activities		<b>25,345</b>	<b>11,578</b>	<b>36,923</b>	<b>31,279</b>	<b>9,245</b>	<b>40,524</b>
Raising funds	5	21,801	23	<b>21,824</b>	21,950	35	21,985
Retail		5,957	-	<b>5,957</b>	4,547	-	4,547
<b>Total expenditure</b>		<b>53,103</b>	<b>11,601</b>	<b>64,704</b>	<b>57,776</b>	<b>9,280</b>	<b>67,056</b>
<b>Net income / (expenditure) before net gains on investments</b>		<b>1,552</b>	<b>(115)</b>	<b>1,437</b>	<b>(4,942)</b>	<b>2,843</b>	<b>(2,099)</b>
Net gains on investments	14	13	-	<b>13</b>	35	-	35
<b>Net income / (expenditure) for the year and net movement in funds</b>		<b>1,565</b>	<b>(115)</b>	<b>1,450</b>	<b>(4,907)</b>	<b>2,843</b>	<b>(2,064)</b>
Transfers between funds		684	(684)	-	1,362	(1,362)	-
<b>Net movement in funds</b>		<b>2,249</b>	<b>(799)</b>	<b>1,450</b>	<b>(3,545)</b>	<b>1,481</b>	<b>(2,064)</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		34,488	4,112	<b>38,600</b>	38,033	2,631	40,664
<b>Total funds carried forward</b>		<b>36,737</b>	<b>3,313</b>	<b>40,050</b>	<b>34,488</b>	<b>4,112</b>	<b>38,600</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 2024

Crisis UK, Company Reg No. [4024938]

	Note	The group		The charity	
		2024 £000	2023 £000	2024 £000	2023 £000
<b>Fixed assets:</b>					
Intangible assets	12	1,481	554	1,481	554
Tangible assets	13	21,603	20,223	21,603	20,224
Investments	14	671	703	671	703
		<b>23,755</b>	21,480	<b>23,755</b>	21,481
<b>Current assets:</b>					
Stock		63	4	-	4
Debtors	17	3,884	4,170	3,853	4,049
Cash at bank and in hand		17,487	19,764	16,515	18,433
		<b>21,434</b>	23,938	<b>20,368</b>	22,486
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	18	(5,139)	(6,818)	(4,967)	(6,540)
<b>Total net assets</b>		<b>40,050</b>	38,600	<b>39,156</b>	37,427
<b>Funds:</b>					
Restricted income funds	21a	3,313	4,112	3,015	3,560
Unrestricted income funds:					
Designated funds		24,319	22,251	24,319	22,251
General funds		12,418	12,237	11,822	11,616
Total unrestricted funds		<b>36,737</b>	34,488	<b>36,141</b>	33,867
<b>Total funds</b>		<b>40,050</b>	38,600	<b>39,156</b>	37,427

Approved by the trustees on 17 December 2024 and signed on their behalf by



Tristia Harrison  
Chair of Trustees

## Consolidated statement of cash flows

For the year ended 30 June 2024

	Note	2024		2023	
		£000	£000	£000	£000
Cash flows from operating activities	22				
<b>Net cash provided by operating activities</b>			<b>942</b>		1,490
<b>Cash flows from investing activities:</b>					
Dividends, interest and rents from investments		598		248	
Proceeds from the sale of investments		-		980	
Purchase of intangible fixed assets		(965)		(500)	
Purchase of tangible fixed assets		(2,702)		(4,727)	
Purchase of investments		(150)		(410)	
<b>Net cash used in investing activities</b>			<b>(3,219)</b>		(4,409)
<b>Change in the year</b>			<b>(2,277)</b>		(2,919)
<b>Cash and cash equivalents at the beginning of the year</b>			<b>19,764</b>		22,683
<b>Cash and cash equivalents at the end of the year</b>			<b>17,487</b>		19,764



## Notes to the financial statements

### For the year ended 30 June 2024

#### 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 process 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 relating to events or conditions which may cast doubt over the group's ability to continue as a going concern. As indicated in the trustees' report, the trustees have a reasonable expectation that the group will be able to continue operating, meeting its liabilities as they fall due and expect it 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.

Accruals for pecuniary legacies are recognised immediately, on the basis that there is a fixed sum specified in the will. This means that the entitlement has been met, the amount is specified and it is more probable that not that we will be in receipt of the legacy.

Accrued legacy income is estimated based on the best information available at the balance sheet date. There is inherent uncertainty in the probate valuation of estates as a result of the nature of underlying assets and liabilities, the time that may elapse between probate and closure, and other contingencies that attend the estate. Therefore, we do not base our measurement on the probate value but instead at a point where we have reasonable certainty of the distribution of the net assets via solicitor or executor notification. At this time both probability and measurability can be met.

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 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

Expenditure is 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>	Headcount
<b>People Services, 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 four years. Previously, intangible assets (mostly software development costs) has been classed as tangible assets.

Amortisation is not charged on assets in the course of construction until they are available for 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 less accumulated impairment.

In 2022 the company invested in convertible loan notes of £120,000 issued by Urban Intelligence Limited. The convertible loans are carried in the accounts at fair value and included in investments. The project is in the start-up phase and has not reached any milestones that would affect the valuation of the loan notes. These complex financial assets are measured at fair value at the balance sheet date using a number of assumptions to value the assets. In this case, the fair value is 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. Prepayments are valued at the amount prepaid.

### 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

	2024			2023		
	Unrestricted £000	Restricted £000	Total £000	Unrestricted £000	Restricted £000	Total £000
Individuals	38,016	2,076	<b>40,092</b>	39,000	1,880	40,880
Legacies	3,721	21	<b>3,742</b>	2,977	163	3,140
Trusts	772	-	<b>772</b>	1,097	-	1,097
Corporates	1,695	-	<b>1,695</b>	1,792	-	1,792
Community Groups	1,454	143	<b>1,597</b>	1,519	93	1,612
Statutory	28	-	<b>28</b>	35	577	612
Donated services and facilities	-	36	<b>36</b>	-	35	35
	45,686	2,276	<b>47,962</b>	46,420	2,748	49,168

The charity has been notified of legacies with an estimated value of £5,194,000 (2023: £2,622,000) which have not been recognised as income at 30 June 2024 because we have not met the criteria for recognition in line with our accounting policy in section 1e.

## 3. Income from charitable activities

	2024			2023		
	Unrestricted £000	Restricted £000	Total £000	Unrestricted £000	Restricted £000	Total £000
Christmas	-	1,170	<b>1,170</b>	-	1,149	1,149
Campaigning and influencing	-	391	<b>391</b>	-	1,441	1,441
Education, health and wellbeing	1,600	5,485	<b>7,085</b>	-	5,790	5,790
Housing	-	1,166	<b>1,166</b>	-	348	348
New Development	-	154	<b>154</b>	-	-	-
Volunteering	-	1	<b>1</b>	-	-	-
Social Enterprise	-	650	<b>650</b>	4	510	514
Total income from charitable activities	1,600	9,017	<b>10,617</b>	4	9,238	9,242

Income from charitable activities includes gifts in kind and donated services of £433,000 (2023: £307,000). Grants received from Government and Government related bodies to support the charity's activities in the year were £1,737,000 (2023: £1,876,000).

## 4. Income from other trading activities

	2024			2023		
	Unrestricted £000	Restricted £000	Total £000	Unrestricted £000	Restricted £000	Total £000
Events	612	182	<b>794</b>	543	86	629
Rental	182	-	<b>182</b>	298	-	298
Retail	5,284	-	<b>5,284</b>	4,847	-	4,847
Commercial trading operations	505	-	<b>505</b>	139	-	139
	6,583	182	<b>6,765</b>	5,827	86	5,913

## 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	2024 Total	2023 Total
	£000	£000	£000	£000	£000	£000	£000
Christmas	-	938	2,643	160	386	<b>4,127</b>	4,040
Campaigning and influencing	-	1,191	736	-	383	<b>2,310</b>	3,372
Education, health and wellbeing	342	14,438	5,857	243	5,015	<b>25,895</b>	27,050
Housing	-	2,080	492	-	599	<b>3,171</b>	4,849
Volunteering	-	286	84	-	66	<b>436</b>	562
Social enterprise	350	264	300	9	61	<b>984</b>	652
Cost of raising funds	-	3,716	16,569	22	1,517	<b>21,824</b>	21,984
Retail costs	-	2,396	3,016	-	545	<b>5,957</b>	4,547
	692	25,309	29,697	434	8,572	<b>64,704</b>	67,056
Support costs	-	7,553	1,019	-	(8,572)	-	-
<b>Total expenditure 2024</b>	<b>692</b>	<b>32,862</b>	<b>30,716</b>	<b>434</b>	<b>-</b>	<b>64,704</b>	<b>67,056</b>

Of the total expenditure, £53,098,000 was unrestricted (2023: £58,485,000) and £11,601,000 was restricted (2023: £9,260,000).

	2024	2023
	£000	£000
Management	<b>425</b>	365
Finance & information governance	<b>599</b>	1,048
Data & Technology	<b>3,387</b>	3,471
Facilities	<b>578</b>	569
People services and Learning & development	<b>2,361</b>	2,612
Planning, Governance & Assurance	<b>606</b>	702
Innovation, Enterprise & Innovation	<b>0</b>	348
Organisational development	<b>130</b>	289
Internal communications	<b>193</b>	231
EDI	<b>293</b>	164
	<b>8,572</b>	9,799

## 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	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).

## 6. Grant making

	Grants to institutions	Grants to individuals	2024	2023
	£000	£000	£000	£000
Crisis Changing Lives	45	68	<b>113</b>	46
Other	579	-	<b>579</b>	107
	624	68	<b>692</b>	153

Crisis Changing Lives is a programme providing financial awards and employment support to people with lived experience of homelessness so that they may achieve their vocational goals, fulfil their potential, and become independent. Grant applications can be made by individuals registered to a Crisis Skylight – or through our external delivery partners – to access training, buy tools for work or set up a business where a robust business plan is presented. Grants were made to 36 Crisis members and three external delivery partners.

## 7. Net income and expenditure for the year

This is stated after charging:

	2024	2023
	£000	£000
Depreciation	<b>1,360</b>	891
Loss or profit on disposal of fixed assets	-	140
Operating lease rentals:		
Property	<b>2,701</b>	3,271
Auditors' remuneration (excluding VAT):		
Audit	<b>58</b>	30
Other services	-	3

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

Staff costs were as follows:

	2024	2023
	£000	£000
Salaries and wages	<b>26,946</b>	28,536
Redundancy and termination costs	<b>200</b>	2,087
Social security costs	<b>2,969</b>	3,124
Pension costs	<b>2,747</b>	2,808
	<b>32,862</b>	36,555

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

	2024	2023
	No.	No.
£60,000 - £69,999	<b>26</b>	28
£70,000 - £79,999	<b>6</b>	7
£80,000 - £89,999	<b>3</b>	3
£90,000 - £99,999	<b>4</b>	-
£100,000 - £109,999	<b>1</b>	-
£110,000 - £119,999	-	-
£120,000 - £129,999	<b>1</b>	1
	<b>41</b>	39

The total employee benefits including pension contributions of the key management personnel were £889,000 (2023: £818,000). The key management personnel is the senior management team listed on page 43.

The charity trustees were not paid nor received any other benefits from employment with the charity in the year £nil (2023: £nil). No charity trustee received payment for professional or other services supplied to the charity £nil (2023: £nil).

Trustees' expenses represent the payment of travel, hotel accommodation, subsistence and venue hire in relation to trustee meetings £5,012 (2023: £7,859). The numbers of trustees incurring expenses during the year was 1 (2023: 3).

## 9. Staff numbers

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

	2024	2023
	No.	No.
Charitable activities	416	500
Fundraising and trading	149	151
Support services	109	114
	<b>674</b>	765

### Volunteer Contribution:

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

	2024	2023
	No.	No.
Average number of volunteers	4,323	4,455

## 10. Related party transactions

Terrie Alafat, a trustee of Crisis, is Chair of Trustees at Hestia. Crisis paid £900 (2023: £1,730) for training services provided by Hestia.

Louise Harris, Chief Operating Officer, was a consultant trading as Sonala Limited before commencing her employment with Crisis. Crisis paid £13,629 (£53,461.03) to Sonala Limited for finance consultancy services.

Liz Choonara, Executive Director of Commerce & Enterprise, a member of the Senior Leadership Team, is also a Non-Executive Director and shareholder representative at WeAreGoodGiving Ltd. Crisis made an equity investment of £50,000 (2023: £100,000) and paid £1,070 (2023: £1,852) in charges. Donations of £2,555 (2023: £1,202) 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 (2023: £1,661) for venue hire and refreshments.

The charity received donations from trustees of £534 (2023: £27,090).

## 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% (2023: 19%) for Crisis at Christmas Limited is Enil (2023: Enil).

## 12. Intangible fixed assets

The group and charity

	Software
	£000
<b>Cost</b>	
At the start of the year	1,626
Additions in year	965
Disposals in year	(136)
	<b>2,454</b>
<b>Amortisation</b>	
At the start of the year	1,072
Charge for the year	37
Eliminated on disposal	(136)
	<b>973</b>
<b>Net book value</b>	
<b>At the end of the year</b>	<b>1,481</b>
At the start of the year	554

## 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	14,288	9,900	455	<b>24,664</b>
Additions in year	-	1,700	978	24	<b>2,702</b>
Disposals in year	-	-	(32)	(203)	<b>(235)</b>
At the end of the year	21	15,988	10,846	276	<b>27,131</b>
<b>Depreciation</b>					
At the start of the year	13	1,632	2,361	434	<b>4,440</b>
Charge for the year	5	434	859	25	<b>1,323</b>
Eliminated on disposal	-	-	(32)	(203)	<b>(235)</b>
At the end of the year	18	2,066	3,188	256	<b>5,528</b>
<b>Net book value</b>					
<b>At the end of the year</b>	3	13,922	7,658	20	<b>21,603</b>
At the start of the year	8	12,656	7,539	20	<b>20,223</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.

## 14. Investments

The group and charity

	2024	2023
	£000	£000
Cost at the start of the year	<b>703</b>	1,238
Disposal in the year	<b>(195)</b>	(980)
Additions in the year	<b>150</b>	410
Net gain on change in cost	<b>13</b>	35
At the end of the year	<b>671</b>	703
Investments comprise:		
	2024	2023
	£000	£000
Other	<b>29</b>	16
<b>Investments by Venture Studio</b>		
WeAreGoodGiving Ltd	<b>232</b>	182
Agile Property and Homes Ltd	<b>125</b>	125
Lanu Ltd	-	70
Urban Intelligence Ltd	<b>120</b>	120
Bridge Housing Solutions Ltd	-	125
Pfida Ltd	<b>65</b>	65
Grand Bequest Ltd	<b>100</b>	-
At the end of the year	<b>671</b>	703

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:

	2024	2023
	£000	£000
Turnover	505	139
Cost of sales	(451)	-
Gross profit	54	139
Administrative expenses	(8)	(3)
Management charge due to parent undertaking	(28)	(27)
Profit for the financial year	18	109
The aggregate of the assets, liabilities and funds was:		
Assets	196	14
Liabilities	(196)	(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:

	2024	2023
	£000	£000
Income	1,222	1,146
Expenditure	(1,501)	(1,188)
(Deficit)	(279)	(42)
The aggregate of the assets, liabilities and funds was:		
Assets	997	1,442
Liabilities	(103)	(268)
Funds	894	1,174

The income recognised by Pathway includes a £500,000 grant from Crisis UK. Of this £16,000 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:

	2024	2023
	£000	£000
Gross income	64,923	64,343
Result for the year	1,631	(2,022)

## 17. Debtors

	Group		Charity	
	2024	2023	2024	2023
	£000	£000	£000	£000
Income tax (Gift Aid) recoverable	346	594	346	594
Sundry debtors	928	914	793	810
Prepayments and accrued income	2,610	2,662	2,575	2,645
Amounts due from subsidiary undertakings	-	-	139	-
	3,884	4,170	3,853	4,049

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

	Group		Charity	
	2024	2023	2024	2023
	£000	£000	£000	£000
Trade creditors	1,075	1,224	1,058	1,198
Taxation and social security	783	797	737	768
Other creditors	1,334	1,666	1,269	1,611
Provision	-	1,660	-	1,660
Accruals	1,917	1,298	1,903	1,283
Deferred Income	30	173	-	16
Amounts due from subsidiary undertakings	-	-	-	4
	5,139	6,818	4,967	6,540



## 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 £2,747,000 (2023: £2,808,000).

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

	General unrestricted	Designated funds	Restricted funds	Total funds
	£000	£000	£000	£000
Tangible fixed assets	-	21,603	-	<b>21,603</b>
Intangible fixed assets	-	1,481	-	<b>1,481</b>
Fixed asset Investment	671	-	-	<b>671</b>
Current assets	16,886	1,235	3,313	<b>21,434</b>
Current and long term liabilities	(5,139)	-	-	<b>(5,139)</b>
<b>Net assets at the end of the year</b>	<b>12,418</b>	<b>24,319</b>	<b>3,313</b>	<b>40,050</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	-	23	(23)	-	-
Crisis at Christmas		1,678	(1,678)	-	
<b>Education, health and wellbeing</b>					
Crisis Skylight Newcastle (capital)	726	-	(22)	(704)	-
London Crisis Skylight (revenue)	1,250	3,311	(3,356)	(213)	<b>992</b>
The National Lottery Community Fund - South Wales Skylight	-	91	(82)	-	<b>9</b>
Client Services	-	307	(45)	-	<b>262</b>
Skylight Newcastle	41	254	(201)	-	<b>94</b>
Skylight Birmingham	30	369	(355)	-	<b>44</b>
Skylight Oxford	36	321	(268)	-	<b>89</b>
Skylight Edinburgh	36	583	(333)	(241)	<b>45</b>
Skylight Merseyside	-	418	(362)	-	<b>56</b>
Skylight South Yorkshire	-	3	(3)	-	-
Skylight Croydon	39	161	(150)	-	<b>50</b>
Skylight Brent	330	1,116	(1,236)	-	<b>210</b>
Skylight South Wales	-	241	(185)	-	<b>56</b>
Tackling inactivity and economic disadvantage programme (Sport England)	-	16	(16)	-	-
Employment Opportunities	-	38	(38)	-	-
<b>Campaigning and Influencing</b>					
Research	-	34	-	-	<b>34</b>
Policy and Campaign	696	826	(690)	-	<b>832</b>
Communications (Comic Relief)	-	100	(100)	-	-
<b>Housing</b>					
Other Housing	376	-	(376)	-	-
<b>Social Enterprise</b>					
Venture Studio	-	710	(457)	(50)	<b>203</b>
Data & Digital transformation	-	164	(124)	-	<b>40</b>
<b>Pathway</b>	<b>552</b>	<b>722</b>	<b>(1,501)</b>	<b>524</b>	<b>297</b>
<b>Total restricted funds</b>	<b>4,112</b>	<b>11,486</b>	<b>(11,601)</b>	<b>(684)</b>	<b>3,313</b>
<b>Unrestricted funds:</b>					
Designated funds:					
Data & Digital transformation	2,200	-	-	(965)	<b>1,235</b>
Fixed asset reserve	20,051	-	-	3,033	<b>23,084</b>
<b>Total designated funds</b>	<b>22,251</b>	<b>-</b>	<b>-</b>	<b>2,068</b>	<b>24,319</b>
<b>General funds</b>	<b>12,237</b>	<b>54,668</b>	<b>(53,103)</b>	<b>(1,384)</b>	<b>12,418</b>
<b>Total unrestricted funds</b>	<b>34,488</b>	<b>54,668</b>	<b>(53,103)</b>	<b>684</b>	<b>36,737</b>
<b>Total funds</b>	<b>38,600</b>	<b>66,154</b>	<b>(64,704)</b>	<b>-</b>	<b>40,050</b>

## Purposes of restricted funds

**London Skylight funds:** These funds include Prospect Housing and PPL. They 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.

**Prospect Housing:** The funds awarded represent a legacy grant resulting from the closure of the housing association, to be used towards our work on exempt accommodation and other policy work with housing related outcomes which falls within the confines of the grant. The award was paid in one lump sum, so the balance at the end of the year represents funds to be expended until all restricted funds have been expended in supporting this goal.

**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.

**Policy and Campaigns:** The Disrupt Foundation are partially funding our work setting up the Built for Zero programme. The balance carried forward represents unspent funds at year end to be expended the following year.

**TDS Charitable Foundation:** Funding towards Housing Procurement teams and contribution to Housing Access Fund in each Skylight. The balance carried forward represents unspent funds at year end to be expended the following year.

**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 from the Ludlow Trusts to be used for further investments the following year.

**Lloyds:** Crisis' first Charity of the Year partnership with Lloyds Banking Group until 31 December 2024, driven by employee fundraising, is focussed on ending homelessness through forming an Ethical Lettings Agency (Good Place Lettings CIC) which is a joint venture between Crisis and Homes for Good. The balance of restricted funds will be retained to form more Ethical Lettings Agencies in future. The funding also contributes to our work in Volunteering, Policy & Social Change and Best Practice spheres to raise awareness of homelessness and get people engaged in the cause.

## 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.

**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

	2024	2023
	£000	£000
<b>Net income / (expenditure) for the reporting period (as per the statement of financial activities)</b>	<b>1,450</b>	(2,064)
Depreciation and amortisation charges	<b>1,360</b>	891
(Gains) on investments	<b>(13)</b>	(35)
Dividends, interest and rent from investments	<b>(598)</b>	(248)
(Profit) / loss on the disposal of fixed assets	-	140
Loss on the disposal of investment	<b>195</b>	-
(Increase) in inventory	<b>(59)</b>	-
Decrease in debtors	<b>286</b>	850
(Decrease) / increase in creditors	<b>(19)</b>	296
(Decrease) / increase in provisions	<b>(1,660)</b>	1,660
<b>Net cash provided by operating activities</b>	<b>942</b>	1,490

## 23. Analysis of cash and cash equivalents

	At 1 July 2023	Cash flows	At 30 June 2024
	£000	£000	£000
Cash at bank and in hand	19,764	(2,277)	<b>17,487</b>
<b>Total cash and cash equivalents</b>	<b>19,764</b>	<b>(2,277)</b>	<b>17,487</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:

	<b>2024</b>	<b>Property</b>
	<b>£000</b>	<b>2023</b>
		<b>£000</b>
Less than one year	<b>2,735</b>	2,644
One to five years	<b>9,989</b>	9,970
Over five years	<b>13,733</b>	11,692
	<b>26,457</b>	24,306

## 25. Financial commitments

At the balance sheet date, the group had committed to Enil (2023: £1,507,000).

## 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.

