

**In the past year we
faced tough challenges
and were under
pressure to cut our
services. We managed
to resist and achieved
great things instead.
Find out how...**

Annual report 2011

 Do **not** cut here



THE PASSAGE
Helping homeless people since 1980

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This report has been written and designed at no cost to The Passage.

Our thanks to the contributors listed on page 48 who donated their time and resources to create a document, which we hope will inform and inspire you. Together we can make a difference.

**Our achievements
were made possible
by the people who
make up The Passage
community; they
worked together
in a remarkable way
and helped us to
fulfil our mission...**

...of providing resources that encourage, inspire and challenge homeless people to transform their lives.

Our organisation maintains a Vincentian ethos: we respect the beliefs and cultures of everyone who uses The Passage and works with us.

Chair's statement

The contents of this report will leave you in no doubt that this has been a difficult year for The Passage, which only continues to steer its way through these times thanks to the support of all the readers of this report and many more compassionate and generous people who journey with us, and to Mick Clarke and our devoted staff and volunteers.

More importantly, however, this has been a significantly more difficult year for those living in poverty in Britain, and particularly people who are homeless. It is a great sadness in the way our society functions that, in times of economic crisis, the poorest bear greater burdens than most. One of the recognised causes of homelessness is the, sometimes sudden, loss of financial income and the rising figures of unemployment. For some, the situation appears to be heartless and hopeless.

Recently I read a passage from the writings of Clarissa Pinkola Estes, the American author of *Women who run with Wolves*. It was *Letter to a young activist in troubled times* and you can find it on the internet. It is an inspiring exhortation never to lose heart. We are made for the times we live in and are given the task to "mend the part of the world that is in our reach". She speaks of our role in a stormy world and urges us to "stand up and show your soul. Soul on deck shines like gold in dark times".

The key words in The Passage's Mission statement – "encourage, inspire and challenge" – apply to everyone who is connected in any way with the organisation. The challenge in these dark times is for us to engage selflessly, reach out in loving compassion, call forth what is in the depth of our souls and shine like gold. Only in this way can we encourage and inspire each other. Light can shine brightly only in the dark.

Can we take this opportunity to bring out the best in ourselves and together ensure that the beacon of light continues to shine out from The Passage to all those who have need of it, and to all of us who work there and support it? Can we spend our spirit on this rather than "bewailing these difficult times", while at the same time working to change the burdens our society places on people who are less fortunate?

These are the times we are made to live in: times of economic hardship, times of riots on our streets, times of preparation for the Olympics, times when courage pours forth from unexpected sources and people flock out in good will to clean up.

In the last paragraph of the letter Clarissa writes: "When a great ship is in harbour and moored, it is safe, there can be no doubt. But...that is not what great ships are built for." The Passage is made to sail on for those it serves, particularly when it is risky. Please continue to sail with us.

Sr Ellen Flynn

Chief Executive's statement

During the past year The Passage, in common with many other voluntary agencies, was faced with a double hit: cuts in statutory funding and a decline in fundraising income as the recession continued. As a result, when we set our 2011/12 budget, we had to make savings of nearly £500,000.

Since statistics show an increase in the number of rough sleepers in London, for The Passage this truly means having to achieve more with less.

Whether it is the continued downturn in the economy or, indeed, the riots we have seen on our streets, the events of the past year make one realise just how fragile society is and just how dependent we all are on the support of others. For those trying to break out of homelessness this support can literally be a life saver.

It is sobering to read the names, listed on page 48, of those Passage clients who died during the year. We remember them and use that memory as a catalyst for change: change for those still on the streets – and our efforts to help them break out of the cycle of homelessness – and continued change for those The Passage has resettled in their new homes, to ensure they never go back to the streets.

Our ethos and values, on page 5, are the benchmark by which we must always be judged and I pay tribute to our wonderful staff and volunteers for their immense flexibility and creativity; for always seeking to find innovative approaches to complex problems; for never giving up; and for working to treat each person as an individual and to give them the respect that they deserve. Most of all, we thank our clients for inspiring us as much as we aim to inspire them, and for challenging us to get better.



The effective operation of our kitchen depends on the help of volunteers in preparing and serving food – and in washing up.

None of our work can be done without financial support. So to all those listed on page 40, as well as to countless others, thank you. Thank you for your continued support and funding, which so far has enabled The Passage to avoid cutting services, despite reduced funds.

Chief Executive's statement

(continued)



Cuts in our statutory income make it more difficult for us to help the increasing number of rough sleepers in London.

90p

of every £1 donated to The Passage goes direct to services.

So what for the future? Of this I am sure: the next 12 months will, like the past 12, be immensely challenging and we may again face the threat of cuts to our funding.

The theme of this report, "Do not cut here", could not be more clear. At The Passage, our high volunteer base and constant focus on keeping costs down, enable us to ensure that for every £1 donated in voluntary income, more than 90 pence goes direct to services. When you read the stories, the facts and the figures in this report, it is equally clear that you "cut here" at your peril.

Homelessness affects every single one of us in society, in one way or another. The quality of our response to that homelessness (and how highly we value the need to invest in our response), is a mark of where we are as a society, of where our values and priorities lie.

So, thank you for valuing and prioritising The Passage, and for showing your support for our work to ensure that, cuts or no cuts, we will always be here for those people – on our streets and beyond – who need our help. We look forward to your continuing support to help us continue this vital work.

Mick Clarke

Our mission, ethos and values

Our mission

The Passage provides resources which encourage, inspire and challenge homeless people to transform their lives.

Our ethos

The Passage takes its values and ethos from the teachings and example of St Vincent De Paul, a Christian and social reformer who co-founded the Daughters of Charity in 1633. Vincent believed in action rather than words and in hands-on service to vulnerable people.

As a Vincentian organisation, The Passage strives to be inclusive; encompassing a diverse and rich culture from within our members, clients, volunteers and staff. Actively working with others across all aspects of society, and seeking to have influence and be an advocate for homeless people, The Passage seeks to be a place of hope, aspiration, change and innovation, underpinned by values that reach back over 400 years.

This is reflected in our core values.


Our values

- We assist homeless people to realise their own potential to transform their lives.
- We act with compassion and kindness.
- We are a voice for change and justice.
- We build relationships based on trust.
- We respect each other.
- We are straightforward in our dealings.
- We believe in practical hands-on work.
- We collaborate across all sectors of society.

While there has been a steady decrease in the number of long-term rough sleepers in London, in the past year there has been an increase in the number of people new to sleeping rough...

...our Streetlink Team works seven days a week.



 Do not cut here

The first contact many homeless people have with The Passage is through the Streetlink Team. In 2010/11, two volunteers joined the team enabling us to work more street shifts.

Our services

Since 1980, The Passage has developed from an organisation that provided basic services to homeless people, to one that offers a wide range of immediate help and longer-term support.

Now the UK's largest centre for homeless and insecurely housed men and women: we operate a Resource Centre, a 40-bed hostel, and 16 self-contained studio flats.

Our name, The Passage, was derived from an area at St Vincent's Centre – in Victoria, Westminster – that began to be used in 1980 to provide relief to homeless people by giving them a place to receive refreshments, advice and access to accommodation. The name has since become synonymous with providing routes out of homelessness by offering the following services.

Our street outreach team engages with clients on the streets, seven nights a week, to encourage them into our Resource Centre and accommodation schemes, where they can access services to meet their complex needs.

Our Resource Centre, still based at St Vincent's Centre, is the UK's largest for homeless people. It offers basic care – including food, clothing and showers – to up to 200 people a day. It assesses the needs of each individual, and advises on accommodation and benefits; provides a nurse-led Primary Health Clinic, specialist mental health and substance use advisers; and offers the opportunity to benefit from our Education, Training and Employment services, including a mentoring scheme.

Our accommodation services include Passage House, a 40-bed hostel, which works with people directly from the streets, and Montfort House, which offers 16 studio flats. At Montfort House on-site support workers help people to make the final step in moving to permanent accommodation.

Our community projects facilitate church, community and corporate groups, which wish to help prevent homelessness; to support homeless people; and to help those people who have moved away from the streets into permanent accommodation to sustain that move.

We employ 82 full-time, and 14 part-time staff, but rely to a great extent on the kindness and dedication of more than 300 volunteers, some of whom help for several hours a day, others for a few hours a week.

The Resource Centre

Streetlink

The first contact many homeless people have with The Passage is through the Streetlink Team, which works seven nights a week, 365 days a year. The team's principal objective is to support people off the streets.

Our achievements in the year included:

- an easier transition from the street to the Resource Centre by Streetlink workers continuing their shifts into the Resource Centre;
- working more street shifts with the help of two volunteers who joined the team;
- working in shifts on the 24 nights between November 2010 and February 2011 when the Severe Weather Emergency Protocol (SWEP) was in force, to find the most vulnerable rough sleepers and to get them into emergency accommodation.

The team has increased its presence on the street: now, the team members – a manager, a deputy, six outreach workers and two volunteers – work in shifts seven days a week, either late at night, as homeless people are bedding down, or first thing in the morning, as they are getting up. The workers go out in pairs to well-known rough-sleeping areas and also respond to specific referrals.

The team refers those rough sleepers who are able to make and keep appointments to the Assessment and Advice Team at the Resource Centre, but it is not, of course, able to help every rough sleeper. Some do not want to use the Resource Centre, while others have such chaotic lifestyles or mental health issues that they are unable to access accommodation and other support services effectively. The team holds a late afternoon session at the Resource Centre to give those people an opportunity to use a quiet space outside the normal open sessions.

The loss of hostel bedspaces in Westminster led to a reduction in the number of people for whom we were able to find accommodation. We are working with Westminster City Council (WCC) to try to ensure that opportunities are made available to clients in the coming year, and we welcome the fact that WCC is reviewing provision for women and couples.

We completed the Eastern European Migrant project by helping a further 130 migrants off the streets. Our assistance included referrals to specialist detox units, to hostels that support people not entitled to housing benefit while they look for work and, where more appropriate, help in returning home. While the funding for this project has, sadly, come to an end, we will continue to provide what is a much-needed service.

The Resource Centre

(continued)

Streetlink (continued)

The Streetlink Team continues to work with WCC, Department for Communities and Local Government (CLG) and the Mayor's London Delivery Board (LDB) on the RS205 initiative. This looks at creative and innovative ways to engage with 205 longer-term and returning rough sleepers in inner London boroughs to help them off the streets. In addition, we are working closely with WCC and LDB on a new initiative to target people who are new to sleeping on London's streets. A London-wide pilot of the initiative – No Second Night Out (NSNO) – began on 1 April 2011. Together with other Westminster outreach services, in January 2011 we began to adjust our working practices to create a smooth link into the pilot scheme.

The team creates a valuable bridge to other providers and street teams in Westminster. Initiatives include multi-agency meetings – which identify areas of concern and formulate strategies to reduce rough sleeping and street activity by helping people to access services – as well as joint Christmas cover and weekend shifts during very cold weather.

Joint working has resulted in a steady reduction in the number of long-term rough sleepers, although there has been an increase in the number of people new to sleeping rough in the past year. During the year, we reconnected 58 people to support services and accommodation elsewhere.

Objectives for the next year

We will continue:

- our effective seven-day service and provide a range of opportunities for clients as soon as we meet them on the street;
- to develop new and different ways of working with the most entrenched rough sleepers to ensure better outcomes for them;
- to develop opportunities, and structured support and training for volunteers, and to explore ways of incorporating client volunteers into our work;
- to work with Fundraising to increase funding for client welfare.

Contacts made

	2010/11	2009/10	+/-
Different individual rough sleepers	1,676	979	+697
People new to rough sleeping in central London	627	467	+160

Hospitality

The hospitality specialism makes clients welcome at the centre and helps them to access the services they need.

Our achievements in the year included:

- refurbishing the reception area; now open plan, it has not only created a more welcoming atmosphere, but also encourages greater cross-team working;
- team members taking part in in-house training to ensure a more customer-care orientated approach;
- developing volunteering opportunities; we now have six committed volunteers, who have proved to be a great asset;
- continuing to offer volunteering opportunities to clients. By the end of the year, 30 clients had worked in a range of roles, including in the kitchen, the clothing store, painting and maintenance, and inducting new clients into the service;
- continuing to enable clients to contribute to the running of the centre through suggestion boxes and a complaints procedure, and a monthly discussion forum; this has resulted in them being more involved in running the centre, including in selecting staff.

When the centre opens – at 8am during the week, 9am at weekends – most clients' priorities are breakfast, showers, clothing and laundry. As part of our Good Neighbourhood Policy, we open the lobby area outside the centre at 7am to encourage clients into the centre and minimise the need for queuing. We regularly check the immediate area for litter. In poor weather, we invite clients into the dry and warm centre at 7am.

Staff record people's names and dates of birth as they come into the centre, to enable them to track the services they have used before, and to ensure that each is directed to the service that is most appropriate for his or her needs. New and returning clients are given appointments for initial assessments, which begin at 9am, after clients have had time to eat and to attend to their immediate needs. The focus of the majority of assessments – which are centred around clients' needs and aspirations – is on housing options, such as hostels, but for others it may be on health, benefits or employment.

Each assessment is based on individual circumstances and, in some instances, reconnecting a person with services in their home area may be the best solution. In those cases, we often help them with a train or bus ticket, and liaise with appropriate services in that area.

The Resource Centre

(continued)

Hospitality (continued)

Those for whom a more local solution is best, are given a full assessment by one of our Assessment and Advice workers, unless there is a more pressing need, such as a health issue, in which case the assessment is carried out by the appropriate staff. The assessment goes into great detail about the client's particular issues and circumstances, and the options that are available to meet his or her needs.

656

individuals were reconnected to housing and support, away from central London, in 2010/11.

This first drop-in session, from 8am to 11.30am, is primarily for people who are sleeping rough in our local area. At 12 noon a second drop-in session, which includes a lunch service from noon to 1.30pm, begins. This is available to people who are insecurely housed, as well as to rough sleepers. "Insecurely housed" people includes those who are living in hostels, in bed and breakfast accommodation, or are sleeping on friends' sofas. Again, we record the details of people who have not already been in to the centre that day and book them in for assessments.

In addition to helping clients with their needs and requests, the hospitality team works with other internal teams, outside agencies and organisations; maintains our client database; carries out locality, and health and safety checks; and provides safe storage for clients' valuables, such as proof of identification.

Clients who do not have appointments with staff, or who are not taking part in groups or training, leave the centre when the drop-in sessions finish at 2pm. For those who stay, team members facilitate a range of group activities:

- on Tuesday afternoons they work with Street Wise Opera (a separate charity) to encourage clients to take part in rehearsals for operatic productions, and run information sessions – with the help of an interpreter – to help economic migrants find out what services are available to them;
- on Wednesday afternoons there is a film club;
- on Friday mornings, they run a women's group and, in the afternoons, a board games session.

The Health Team runs group activities on Monday and Thursday afternoons.

One member of the team is available in the client reception office until 6pm each day to deal with enquiries from existing clients and people who may be concerned about their housing situation, or have just been made homeless; and to invite any client facing a crisis into the centre to talk to the duty manager and staff from appropriate teams, who are also working the late shift.

At weekends, the centre is open from 9am to 12 noon. We offer a range of services, including initial assessments and directing people to other services, as well as primary services – food, the clothing store, showers and laundry.



Our chaplains, one of whom is Daughter of Charity, share conversations and meals with clients in the Resource Centre.

Objectives for the next year

We plan to:

- increase the capacity for carrying out initial assessments while, at the same time, ensuring quality and consistency;
- improve daytime activities and expand the activities we offer to ensure a variety of options, which are run seven days a week;
- increase the number of client volunteers who are involved in delivering services in collaboration with the Volunteer Co-ordinator;
- develop roles for volunteers to ensure that they play a part in delivering the service;
- help to improve the service offered to female clients to ensure that their needs are being met.

Visitors to the Resource Centre	2010/11
Different individuals	3,104
Visits made	45,398
Individuals reconnected to housing and support away from central London	656

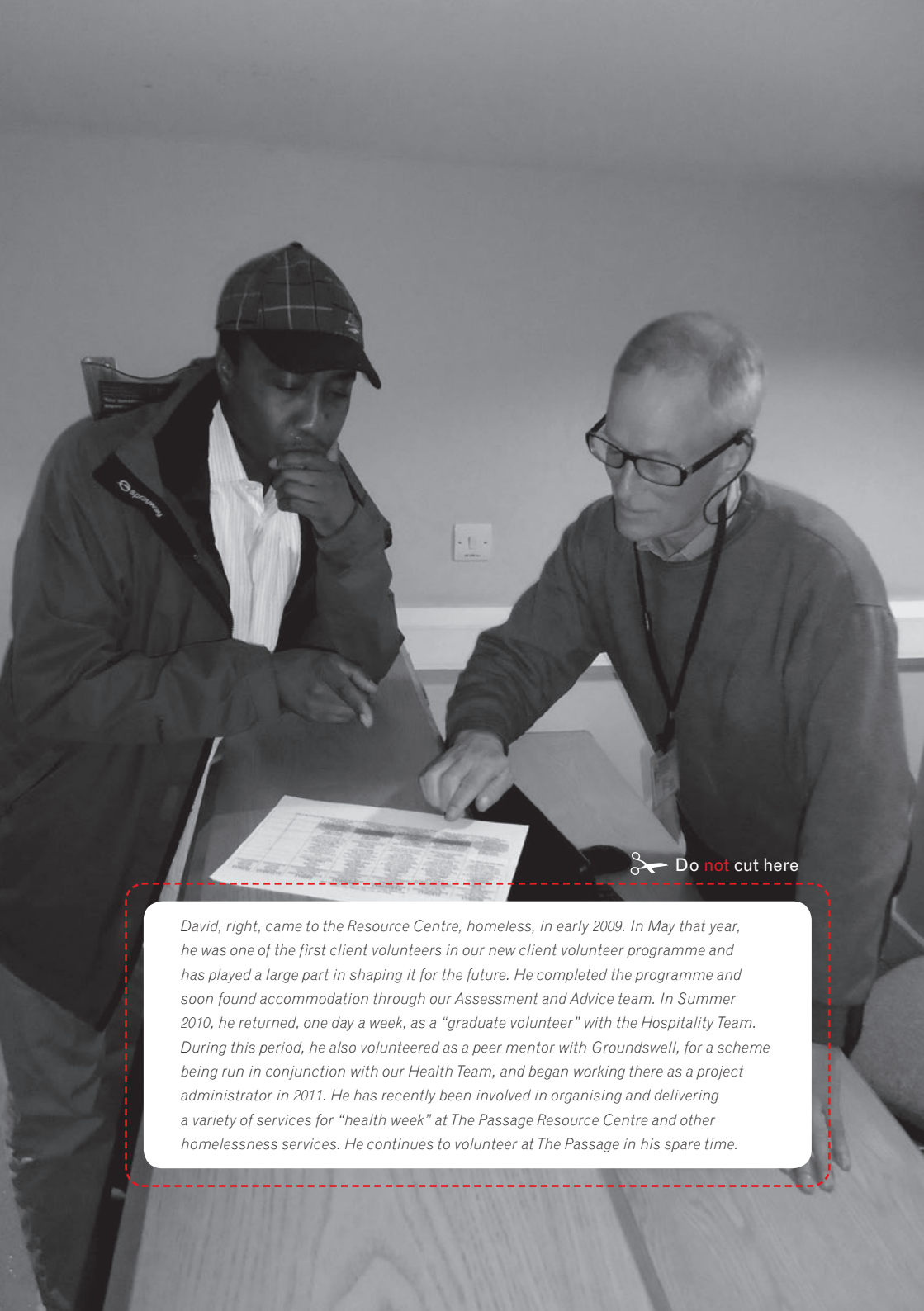
An increase in client volunteering is helping us to improve the level, and quality, of services we deliver...


...and our involvement in the Employment Steering Group¹ has led to our Client Volunteer Programme being replicated by other service providers.

During the year we:

- *carried out a review of our Client Volunteer Programme, in April 2010, and presented the findings to our Client Services Committee;*
- *introduced a Graduate Programme, under which client volunteers are developed and encouraged to continue to volunteer or to take up paid roles;*
- *developed new volunteering roles – including positions in the ETE team and on the information desk – to facilitate the Graduate Programme;*
- *reconvened the Internal Client Involvement and Employment Steering groups to sit alongside the external Employment Steering Group.*

¹ The Employment Steering Group comprises charities that work together to help homeless people in London. It is co-ordinated by a civil servant on secondment from the Home Office.



 Do not cut here

David, right, came to the Resource Centre, homeless, in early 2009. In May that year, he was one of the first client volunteers in our new client volunteer programme and has played a large part in shaping it for the future. He completed the programme and soon found accommodation through our Assessment and Advice team. In Summer 2010, he returned, one day a week, as a "graduate volunteer" with the Hospitality Team. During this period, he also volunteered as a peer mentor with Groundswell, for a scheme being run in conjunction with our Health Team, and began working there as a project administrator in 2011. He has recently been involved in organising and delivering a variety of services for "health week" at The Passage Resource Centre and other homelessness services. He continues to volunteer at The Passage in his spare time.

The Resource Centre

(continued)

Assessment and advice

The Assessment and Advice specialism establishes the needs of clients who visit the Resource Centre, and defines the best way to meet them.

Achievements in the year included:

- recruiting a volunteer to support the team with resettlement work;
- again obtaining funding from Dion for the Irish Persons' co-ordinator;
- working with Passage House's private rented sector worker to increase the range of accommodation available to our clients;
- developing new relationships with housing providers and support services.

The team – a team leader, four housing advisers and an Irish Persons' Co-ordinator – provides housing advice; makes referrals into accommodation and advocates on behalf of those clients who may be entitled to statutory housing provision; provides resettlement support for clients who have moved into accommodation; works in partnership with other agencies and services to provide an holistic service to our clients; develops the service in relation to the wider Resource Centre team; and provides a specific service for Irish clients.

Our Irish Persons' Co-ordinator – funded by Dion, an Irish government agency – establishes links with similar services to share good practice and to access resources, and is monitoring recently arrived Irish clients to assess the effect of the recession in Ireland.

Our resettlement volunteer focuses on ensuring that clients receive a comprehensive resettlement package. The team also works with the other Resource Centre teams to ensure that the most vulnerable rough sleepers are given co-ordinated and comprehensive support.

We continue to work closely with external agencies, to ensure that our clients have access to the widest possible range of services. The SSAFA (the Soldiers, Sailors, Airmen and Families Association) comes to the centre once a week to help clients who are ex-servicemen, and Hope Worldwide – Two Step, a project that supports people to access and maintain tenancies in the privately rented sector, also holds weekly surgeries at the centre.

The team works to prevent people from becoming entrenched rough sleepers. This includes helping them to re-establish links with family and friends, and with services – such as accommodation and health services – in their home areas.

Objectives for the next year

We plan to:

- develop a client volunteering role to help with peer mentoring and resettlement work;
- develop skills across the team to ensure a high-quality consistent service for clients, and to enable staff to increase team working;
- work with the Financial Inclusion team to develop and strengthen our advocacy work in advising clients on the reforms to accessing welfare, such as housing benefit welfare, and for those clients seeking employment and on low incomes, develop and identify options in obtaining affordable accommodation;
- continue to seek new partnerships, and strengthen existing ones, to increase clients' choice of accommodation, including in the private rented sector and housing associations.



A resettlement volunteer supports the Assessment and Advice workers in ensuring that clients are given comprehensive support.

3,416

assessment and advice sessions held during the year

Assessment and advice	2010/11
Number of sessions	3,416
In-depth assessments	285
Clients found accommodation in London	174
Clients reconnected to support and accommodation in home area	68

The Resource Centre

(continued)

Health

The health specialism team engages with a diverse group of people who have a wide variety of complex needs.

During the year, we were successful in:

- a member of staff obtaining accreditation to DANOS (Drug and Alcohol National Occupational Standards);
- workers attending 12 Care Planning Assessment meetings;
- providing training on mental health and substance misuse to other Passage staff and volunteers;
- finding a volunteer acupuncturist to replace an external agency which withdrew;
- re-establishing the Women's Group at the Resource Centre and enlisting the support of external agencies to provide varied sessions;
- gaining funding for a new project to provide leaflets on mental wellbeing;
- advocating with statutory services to ensure the best possible results for clients with mental health and substance misuse issues.

The team – a team leader, three mental health workers and two substance misuse workers, together with an NHS primary healthcare service – provides medical and specialist therapeutic skills. It aims, where possible, to be a bridge back into the wider community.

While it is common knowledge that rough sleeping causes physical and mental health problems, it is less well understood that homeless people – in common with the general population – suffer from a wide range of illnesses, from heart attacks to dental problems, from skin disorders to broken bones, and from arthritis to early-onset dementia. The prolonged use of drugs and/or alcohol slowly destroys a person's veins, liver and oesophagus, and may cause organic brain disease or Hepatitis C. In addition, because their illnesses are exacerbated by having nowhere to sleep, and by a tendency not to seek medical help – homeless people are often not welcome in a doctor's surgery – they are generally more complex and difficult to treat. As a result, people can fall into a downward spiral of physical and emotional despair.

The Homelessness Health Team

The Homelessness Health Team, which is provided by the Westminster Primary Care Trust, is a fully staffed and equipped medical clinic. Led by nurses, it includes a GP three days a week, will soon include a community psychiatric nurse, and is well respected in the field of health and homelessness.

Open from Monday to Friday, the clinic encourages every client to have a health check and to deal with any long-term health issues which they may have been ignoring. It works closely with a variety of mainstream community practitioners and special services, including the TB van, the Great Chapel Street Medical Centre

dentist, Dr Hickey's surgery, community mental health teams, and hospitals, as well as other teams at the Resource Centre.

Podiatrist

As part of the Homelessness Health Team, we are fortunate to have the services of a podiatrist who is particularly experienced in treating homeless people. She dispenses advice on foot care – such as removing shoes at least once a day to prevent conditions such as trench foot – as well as treatment. She is able to detect conditions, such as diabetes, and to link people to the medical service for essential treatment which can prevent further deterioration, including blindness and the loss of limbs.

Counsellor

An NHS counsellor, provided by the Homelessness Health Team, works with our clients one day a week – on a one-to-one basis – with the objective of helping people to move on, emotionally and physically.

Mental health

Mental health issues range from emotional distress, mild depression and anxiety, to long-term chronic psychotic illnesses and personality disorders, all exacerbated by social isolation, and lack of sleep and treatment. Our experienced mental health staff have the skills to break through barriers of mistrust and to build meaningful relationships with homeless people; this can take anything from an hour to several weeks, but it helps people to make informed choices about their lives and, with support, to seek further help and

treatment, to achieve more stability, and to move into accommodation.

We work closely with statutory agencies, particularly the Homelessness Team's psychiatrist and social worker, who work with us at the Resource Centre to assess those people who are so unwell that a Mental Health Act assessment is needed. When this results in a hospital admission, the team continues to support the client, visits them in hospital, and liaises with other health and social-work professionals about their discharge.

Substance abuse

Homeless people tend to self-medicate with drugs or alcohol as a way of dealing with their mental health issues. Indeed, some become homeless because of their addictions to drugs or alcohol (and, sometimes, gambling), while others become addicted as a result of living on the streets. Whatever the cause, substance abuse adds to people's problems: they become increasingly isolated, and entrenched in their behaviour and chaotic lifestyles.

Our substance abuse workers focus, therefore, on supporting and challenging in equal measure and, in the shorter term, on educating people to minimise the harm they are doing to themselves. They also encourage their clients to keep appointments, eat healthy food and, if funding is available, to consider detoxification and rehabilitation programmes. Much joint work is

The Resource Centre

(continued)

Health (continued)

carried out at the Resource Centre and with specialist agencies, such as Turning Point South (substance misuse service for Westminster), our NHS medical room, the Community Mental Health teams, gambling addiction services, the Cardinal Hume Centre Surgery and the Great Chapel Street Medical Centre. These are all valuable partners in our work.

Complementary therapies

Acupuncture offers an alternative way to attend to health and well-being. A new acupuncture service, based on National Acupuncture Detoxification Association (NADA) protocols began in May 2010 and works alongside our mainstream health services. Its acudetox has been proved to reduce cravings by 75%; in addition, it treats ex-service people who have suffered trauma.

Homeopathy has proved to be successful in controlling cravings and is particularly useful for eastern Europeans, who may not be able to be referred to detoxification or rehabilitation programmes. Thanks to Nelsons Homeopathic Pharmacy, we have the services of a homeopath who is experienced in dealing with homelessness and substance misuse. People who have been treated with homeopathy often feel more able to access other services at the Resource Centre.

Aromatherapy continues, thanks to a highly qualified volunteer. It has proved to help people who previously did not engage with other practical ways of moving off the streets.

Optician. We work in partnership with Vision Care, an eye-care charity that offers free eye tests and spectacles to homeless people, who often lose or break their glasses. Being able to see and read properly overcomes a fundamental obstacle to taking part in social and economic life. People with more serious eye conditions are referred to an eye hospital.

Art therapy. Two art therapists offer weekly sessions. These enable clients to express themselves and have helped some to engage with our workers and, thereby, to move off the streets.

Mental health

2010/11

People seen by Mental Health Team	686
Assessments to establish emotional wellbeing and needs	583
Referrals to Westminster's Joint Homelessness Team	60
Clients sectioned under mental health act	17
Clients referred to Community Mental Health Teams, %	10
Clients accessed specialist services, including psychiatrists and counsellors, %	35
Clients maintained accommodation with mental health worker's support, %	65
Positive outcome resulting from Mental Health Team's intervention, %	80

Substance misuse	2010/11
Average number of clients seen per quarter	86
Sessions with clients per quarter	235

Accessed Primary Health Care	2010/11
<i>NHS Homelessness Team</i>	
Number of patients	1,628
Number of consultations	3,249

Objectives for the next year

We aim to:

- develop a client volunteer in the Health Team; in addition to helping the team this will give the client an opportunity to develop a skill and gain a qualification;
- review, and then implement, a new support system to co-ordinate the health volunteers;
- establish a mental health/dual diagnosis group incorporating a volunteer and/or clients;
- establish a client-led "Emotional Well-being" group to focus on clients' holistic needs and their awareness of the implications of substance abuse on mental health;
- develop a structure and support package that uses substance misuse/mental health state assessments and the recovery star (a soft-outcomes means for measuring mental health) to ensure positive results from the service.

Financial inclusion

The Financial Inclusion Team – which now incorporates the Education, Training and Employment (ETE) Team – provides facilities and training to help clients regain their independence.

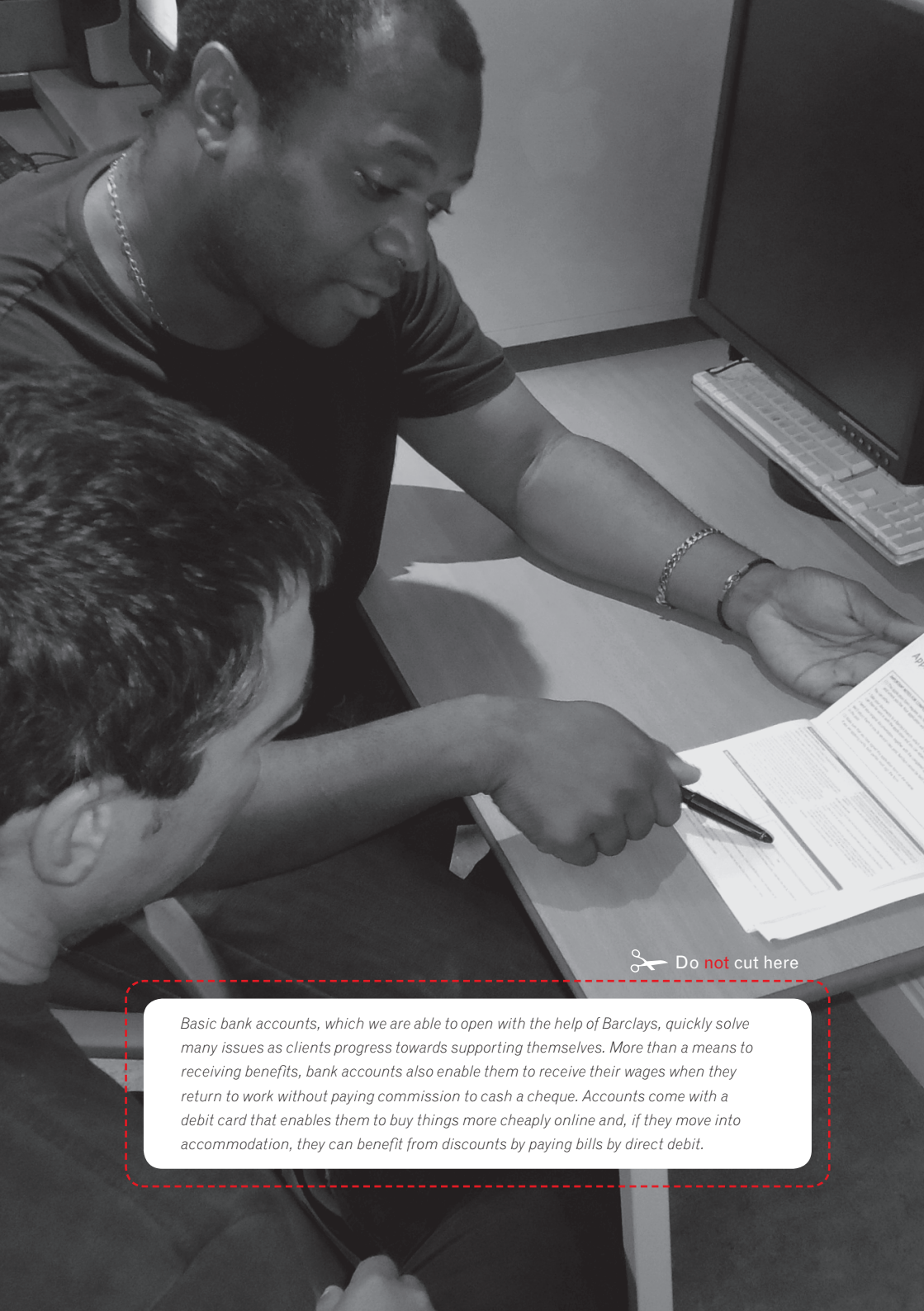
During the year, we were successful in:


- helping 47 clients to find jobs;
- acquiring the services of a volunteer to help clients open bank accounts;
- acquiring funding to continue our project to train clients to test portable electrical appliances;
- training 11 clients to pass the RSA CLAIT exams;
- 7 clients have been trained and hold certificates to carry out portable appliance testing and three have moved on from carrying out this work for The Passage to take up related employment with other employers.

The team comprises a project manager and deputy, two welfare rights workers, a mentoring co-ordinator, and two education and employment workers. In addition, we have two part-time life-skills workers and one part-time IT tutor – provided by City of Westminster College (CWC) – and 11 part-time volunteers, one of whom specialises in helping clients to open bank accounts.

**With the help of
workers and volunteers,
47 of our clients found
permanent employment
in the year...**

...despite the economic downturn making
it more difficult for clients to find their way
back into employment.



 Do not cut here

Basic bank accounts, which we are able to open with the help of Barclays, quickly solve many issues as clients progress towards supporting themselves. More than a means to receiving benefits, bank accounts also enable them to receive their wages when they return to work without paying commission to cash a cheque. Accounts come with a debit card that enables them to buy things more cheaply online and, if they move into accommodation, they can benefit from discounts by paying bills by direct debit.

The Resource Centre

(continued)

Financial inclusion (continued)

Drop-in computing

This enables clients to study a range of IT-based training programmes, from European Driving Licence preparation to the Construction Industry Scheme Health and Safety Certificate.

RSA CLAIT (Computer Literacy and Information Technology)

This accredited computer course, run by CWC two afternoons a week, has an exam success rate that is comparable to any college in England: 11 exams were passed in the year – a true achievement when clients' extra needs are taken into consideration.

Literacy

Poor levels of literacy are often a major contributor in a person failing to find work and, as a result, becoming homeless. Our literacy classes for English speakers are helped considerably by a specialist volunteer who teaches language skills that are relevant to particular types of employment. We refer non-native English speakers to specialist agencies, such as a migrant resource centre.

Jobcentre Plus

New Education, Training and Employment clients are all referred to a Jobcentre Plus outreach, which counts towards their Department of Work and Pensions work-diary commitment to look for a job. Jobcentre Plus workers help clients to access the national job database and support them with benefit claims, corrections and appeals. We expect the new

rules outlined in the Welfare Reform Act 2011 to increase the demand for this service.

Welfare rights

We transferred this service from the assessment team's remit at the end of the previous financial year for two reasons: first, to ensure that the people we help to claim work benefits link back into work services and, second, to prepare for the replacement of many types of benefit with Universal Credit, which focuses on helping clients back into work, but absorbs other payments, such as housing benefit.

Lifeskills

This 12-week pre-employment initiative provides basic numeracy, cookery – including healthy eating and nutrition – and budgeting courses. It gives clients access to the Business Education Council's work skills qualification through work experience at the Day Centre. Clients' performance is graded and, after eight weeks, they are connected with an in-house careers adviser to help them decide what to do next and avoid returning to using the Resource Centre.

Mentoring

Volunteer mentors – all from Barclays Bank – meet their clients regularly on a one-to-one basis and are trained by the mentoring co-ordinator before beginning a relationship. Our training is a model for other schemes around the country. There are currently 20 active relationships and many clients say that their mentoring meeting is the best part of their week.

Magazine

The clients in our magazine group produce *Writes of Passage* on a regular basis.

Business in the Community (BITC):

Business Action on Homelessness

The BITC initiative has three elements:

- Ready to Go is a two-day training programme that helps work-ready people prepare for interviews and work placements. It brings employers and homeless people together to match candidates with suitable placement opportunities;
- Ready for Work is a two-week work placement, which aims to improve confidence, build skills and result in a reference useful for further job search;
- Ready for Jobs is an online job databank that is targeted at homeless people.

During the year, four clients undertook work placements, and we maintained contact with BITC.

Clients finding full-time jobs

The continuing economic downturn is affecting clients' ability to find jobs but, with considerable support from the team, at least 47 succeeded in finding work in the year – up from 40 in the previous year. These results are significantly better than those of many other organisations.

We describe our numbers as “at least” because, once people have regained employment, they often want to draw a line under their homelessness. As a result, we don't always hear about successful job interviews, which makes it difficult to be precise about how many people the ETE team helps to get back into work.

ETE provides training materials and mock tests for the CSCS's (Construction Skills Certification Scheme's) Health and Safety testing. We are also able to arrange Learning Skills Council (LSC) testing and accreditation for people who want to pursue careers in the construction industry.

Bank accounts

The lack of a bank account can be a barrier to clients making progress. In many cases, they can open new bank accounts themselves, but in others – such as, for example, when they have a poor credit history – it can be difficult. In the past year we helped 15 people open basic bank accounts and, at the end of the financial year, secured the services of a volunteer, who had recently retired from a high street bank, with a view to increasing the number of clients we can help.

This service is made possible through the support of Barclays.

The Resource Centre

(continued)

Financial inclusion (continued)

Social enterprise

During the year, we carried out a pilot project to train clients to test portable electrical appliances. Those clients then completed the annual testing of our appliances and the experience gained enabled two of them to find related employment. We are delighted to have acquired funding to continue the project.

Objectives for the next year

We aim to:

- gain accreditation for the 2011 New Quality Mark across Financial Inclusion services to ensure that we meet the standards to become a market leader;

- develop and share complementary employment services with other agencies to increase training and employment opportunities for clients, and to increase training, volunteering and employment;

- continue to develop pre-work support and training for clients who will be required to seek employment as a result of reforms to the benefit system;

- co-ordinate and oversee training for clients becoming involved in our volunteering programmes;

- collaborate with the Volunteer Co-ordinator to develop a volunteer-led literacy support programme at weekends.

Financial inclusion

	2010/11	2009/10	+/-
Drop-in computing – sessions	3,853	3,831	+22
Drop-in computing – number of clients	471	328	+143
RSA CLAIT – average weekly sessions	20	20	–
Literacy – average weekly usage	15	13	+2
Jobcentre Plus – average weekly usage	20	9	+11
Lifeskills – average weekly attendance	8	8	–
Clients found jobs	47	40	+7
Bank accounts opened	15	16	-1

Primary services

Primary services provides catering throughout the organisation, as well as a laundry and clothing store at the Resource Centre.

During the year, we were successful in:

- keeping food costs within our budget;
- increasing the use of donated food from existing and new supporters;
- serving around 90 cooked breakfasts and around 200 lunches each day;
- keeping the clothing store well stocked.

The Primary Services team comprises a head chef – who manages the team – two more full-time chefs, a locum chef to provide cover during staff holidays, and a laundry/clothing store worker. The current level of service would not be possible without the extensive support of volunteers.

Food service

Most people who use the Resource Centre have breakfast or lunch, and often both. We focus on providing clients with at least one nutritious meal – including fresh vegetables and fruit when available – each day, and offer a vegetarian option. We also ensure that food is available for people with cultural preferences. We normally serve around 90 breakfasts and 200 lunches a day. People at Passage House are, in addition, provided with a cooked evening meal, a Continental breakfast and, on Sundays, a cooked brunch.

The service we are able to provide is made possible by generous donations of food by local retailers and other suppliers.

Clothing store, showers, laundry, hairdresser

By providing the facilities for people to maintain their personal hygiene, these services make a considerable contribution to their sense of well-being. The clothing store stocks men's and women's clothes for everyday wear and for special events, such as job interviews, at nominal prices. The laundry service is well used on weekdays and a hairdresser is regularly available.

Objectives for the next year

We aim to:

- review the purchase, and use, of food to keep costs to a minimum while still providing a proper diet;
- seek more donations to minimise food costs;
- increase clients' involvement in menu planning so as to make the best use of donated food and to control costs;
- review the use of donated goods to enable us to support clients adversely affected by changes to the benefits system;
- improve the laundry by speeding up the washing cycle;
- gain accreditation as a training centre to support training staff and volunteers, including client volunteers.

The Chaplaincy

Two full-time chaplains – a Daughter of Charity and a Vincentian priest – are assisted by two Roman Catholic priests who are part-time volunteer chaplains. They strive to meet the spiritual and religious needs of our clients at the Resource Centre, and residents at Passage House and Montfort House, while being sensitive to the spiritual needs of people of different faiths.

The chaplaincy is not a proselytising ministry, but one of presence and friendship. The chaplains aim to be a prophetic presence at The Passage – for volunteers and staff, as well as clients – and a reminder to everyone that the organisation takes its inspiration from the gospel of Jesus Christ and the *charism* of St Vincent de Paul, lived out in Vincentian values, that every client is respected as a child of God. Each September, the chaplains run a seminar for staff and volunteers to reflect on Vincentian values and, in the past year, took part in regular workshops to promote these values for the organisation.

As part of their role of providing care to all our clients, the chaplains share conversations and meals with them at the Resource Centre and are available in the chaplaincy rooms at the Resource Centre and Passage House to talk to clients in confidence, to give counselling (one is a trained spiritual director and psychotherapist) or for sacramental confession. The chaplaincy rooms, which are open throughout the day, are also used as places for silence, prayer and reading.

For a few minutes each Monday morning, a chaplain leads a small group of staff and volunteers to invoke God's blessing on the forthcoming week. On Tuesdays, following a 30-year tradition, a small group of clients gathers in the chaplaincy to read the gospel and to speak and pray about their lives and, on Wednesdays – as requested by clients – Holy Mass is celebrated.

The chaplains maintain links with – and work with – the other teams at The Passage: one attends the Monday meeting of the Hospitality Team and helps in reception; the other attends weekly team meetings at Passage House. Each week, one takes part in the Client Review meeting at the Resource Centre. During the year, they lead outings with groups of clients to church communities outside London, to monasteries and religious sites, and to art galleries and musical events. One of the chaplains joins the weekly workshops and occasional public performances of Streetwise Opera.

The chaplains visit and support clients who are in hospital, prison, and detox and rehabilitation centres, and visit clients at home when they have been rehoused. They are in contact with other homelessness agencies and attend regular meetings with chaplains from four centres in London. They take responsibility for contacting the families of clients who have died and meet the families where possible. They liaise with the police, hospitals, coroners' courts and undertakers, and try to arrange funeral

services that are appropriate to clients' beliefs. A memorial service is held at the centre after a funeral.

The chaplains take part in the memorial service, which is held each November at St Martin-in-the-Fields, for all homeless people in London who have died during the previous year. In November, we also celebrate Holy Mass in Westminster Cathedral for Passage clients who have died.

On Good Friday, The Passage takes part in The Crucifixion on Victoria Street and benefits from the collection taken at the event. Nearly 2,000 people, including the chaplains and Chief Executive of The Passage, and a group of clients – 20 in 2011 – join this witness walk. Two of our clients carry the Cross and lead the procession from Methodist Central Hall to Westminster Cathedral and on to Westminster Abbey.

Our work

Faith-based groups co-ordination project

The Faith Based Groups Co-ordination (FBGC) project is a one-year project, carried out between December 2010 and December 2011, that is funded by the Department for Communities and Local Government, and the Mayor of London's office, through Southwark Council.

We have employed two workers, a Faith Based Groups Co-ordinator and a Soup Run Outreach Worker, to improve the role that faith-based organisations play in helping to end rough sleeping in London. The FBGC seeks to build relationships with the many faith groups that operate services (including soup runs, winter shelters and day centres) in London and to

help them develop targeted services, with clearly thought-through objectives, and to work in line with mainstream services and local authorities' homelessness strategies.

Our workers liaise closely with individual boroughs to determine the way in which faith groups can work most effectively, and are promoting a wide range of volunteering options to the faith groups to enable them to play a meaningful role in ending rough sleeping. As a faith-based provider that has developed its service over 30 years, and has maintained its ethos while engaging with the issues around rough sleeping, The Passage is well qualified to deliver the project.

Residential services

Passage House

Passage House, a 40-bed hostel, provides accommodation and support services to vulnerable people who have various support needs and diverse histories. They all, however, have one thing in common – they have been sleeping rough on the streets of Westminster.

During the year we were successful in:

- moving 87% of clients on to more independent living;
- developing, and rolling out, a literacy pilot across Westminster. This ensures that the literacy of all clients new to residential services is assessed. Where necessary, we offer one-to-one reading lessons with specially sourced volunteers, project workers and, in the most successful cases, other service users;
- relaunching the foyer service. Following a review by the ETE worker, clients now receive bespoke support on a time-limited licence. Progress is reviewed regularly;
- completing a skills audit of all Passage House residents with a view to involving them in parts of the redevelopment work;
- breaking down barriers to opening bank accounts and understanding financial services. Our ETE worker, who has been involved in helping Barclays bank develop their Money Skills training, makes referrals to a volunteer who specialises in opening bank accounts for clients. We will soon be able to open bank accounts onsite;
- reducing evictions and abandonments through creative and flexible interventions, and helping to develop best practice across the sector.

Passage House is staffed 24-hours a day by a full-time team of 20 and a regular pool of locums to cover absences. A manager, deputy manager, two team leaders, nine key workers and a four-strong night team are supplemented by three specialist workers: an ETE worker, a resettlement worker, a locum volunteer project worker (who had been volunteering with the Streetlink Team), and a Private Rented Resettlement (PRS) worker, who also help people to move on from Montfort House. The managers are on call 24-hours a day to deal with any emergencies.

Passage House is divided into a 35-bed hostel and an innovative five-bed adult foyer. Residents pay a weekly service charge that gives them the use of communal laundry facilities and cleaning services, as well as breakfast and an evening meal.

40%

*increase in number of clients worked
with in 2010/11*

The hostel is funded by statutory grants from Supporting People, a grant from central government, which is administered by Westminster City Council, by rents paid by clients – generally out of housing benefit – and by income from general donations.

Assessment service

For most clients, the assessment service is the first step off the streets and into accommodation. Each is granted a 21-day licence, and a formal assessment of his or her needs begins. This is completed at agreed stages over the period and ends with a clear support plan and strategy – a move to a longer-term hostel, a referral to the local authority for housing, or a referral to a specialist service provider. Many people go into the second-stage beds at Passage House.

During the initial assessment period, a keyworker explores any issues that may be preventing an individual accessing accommodation and agrees an action-based support plan that is designed to resolve any problems that may block that person's route into housing. The plan covers basics, such as benefits and identification issues, and moves on to consider areas such as substance misuse, mental or physical health concerns and the original causes of homelessness.

Second stage

The aim of our second-stage work is to pick up on the issues identified in assessments and to provide the links and support necessary to enable clients to achieve positive changes, and – within six to nine months – to be ready to move into more permanent accommodation. During that time, each individual works with a key worker towards specific aims.

This work, which is more holistic than that at the assessment centre, uses the "outcomes star", to measure people's achievements in nine key areas, with the aim of stabilising them and helping them to prepare for more independent (though often still supported) living.

High-support beds

Our high-support beds provide an intervention and assessment service for clients who have particularly complex and multiple needs. Their stay, generally short term, may be pending assessment under the Mental Health Act, or may simply provide a safe base while they try to sort out prescribing services or other immediate support. Clients who come into the high-support rooms are often able to achieve a level of stability that enables them to move into second-stage beds and to begin to work towards longer-term goals.

Residential services

(continued)

Passage House (continued)

Foyer project

Many people – such as, for example, ex-servicemen – have relatively low, or no, support needs when they first become homeless. Time spent on the streets and in the hostel system can, however, damage and disempower them, increase institutionalisation, and make it more difficult to find a way back into mainstream education or employment.

The Foyer project – which aims to replicate, with an older age group, the success of traditional foyers for under-25 year olds – focuses on individuals' ability and desire to deal with issues through employment, training and education. A pre-tenancy support and life skills package (in partnership with City of Westminster College) is provided, together with the input of a specialist education, training and advice worker.

The Foyer area includes a kitchen and dining area to enable residents to shop and cook for themselves, and to rebuild, or learn, skills lost through institutionalisation. Our PRS worker, who is funded by a charitable trust, helps people into private rented accommodation. We continue to foster relationships with private landlords in order to support people out of the cycle of homelessness and into full financial and social independence.

During the year 91 clients moved on:

- 46 to supported housing;
- 10 to private rented accommodation;
- 10 to housing association/council tenancy;
- 10 to stay with friends;
- 1 to sheltered accommodation;
- 14 returned to family/previous homes.

Passage House	2010/11	2009/10	+/-
Total of clients worked with	240	172	+68
Clients completing a planned move on, including to other hostels, %	87	75	+12
Number of support hours worked by staff	23,995	23,769	+226
Average use of bed spaces, %	93	94	-1

Places of Change

Funded through the Homes and Community Agency (HCA), the Places of Change programme aims to encourage people who provide services for homeless people to motivate users of those services to make progress. This includes giving them access to meaningful occupations, and opportunities for training and employment. The four principal elements are:

- involving clients;
- making buildings welcoming;
- employing motivated and developed staff;
- empowering service users.

The programme will involve huge changes in the way we deliver our services, and two phases of the work to improve the building had been completed by the end of the financial year. When it is complete, the dormitory accommodation will have been replaced with 40 new or refurbished rooms, and a new warm and welcoming reception area will have been created, as will a new client IT resource area, a new training kitchen, a refurbished kitchen and dining room, and a new meeting room for residents and staff. This will generate opportunities to reshape the service, particularly in the way we define the assessment centre and second-stage accommodation.

Residents and staff are being consulted on what initiatives can be introduced to help

residents move forward in their lives, and staff in their careers. The programme is expected to be completed during 2011.

Objectives for the next year

We aim to:

- develop true opportunities for residents to develop new skills. We need to finalise our client volunteer programme and see if we can create internal job opportunities in the form of job tasters, apprenticeships, and NVQ training opportunities;
- complete the Places of Change building work, launch the new service and create true opportunities for involving residents;
- develop and motivate staff to ensure they are embracing the Places of Change philosophy and that Passage House is a true place of change;
- continue to work closely with Westminster to ensure Passage House is a place of change for the most entrenched rough sleepers;
- continue to foster strong working relationships and communications with the new day services team at the Resource Centre and work on at least two new joint initiatives;
- ensure strong management by sustaining full occupancy, maximising rent collection, maintaining high levels of planned move on, and developing further move-on options.

Residential services

(continued)

Montfort House

Montfort House provides temporary accommodation in self-contained flats for 16 male and female rough sleepers.

During the year we were successful in:

- moving 14 clients to new homes; all have maintained their accommodation;
- working with couples for the first time;
- delivering an increased life-skills programme;
- working with five long-term entrenched rough sleepers.

The team comprises a team leader, who is based onsite, and two key workers. In addition to providing support for the particular needs of each individual, Montfort House's principal aim is to prepare tenants to move into longer-term accommodation. People using the service may have multiple and complex needs, ranging from mental health and alcohol issues, through to poly-drug use and a range of vulnerabilities created by street sex work, abuse and chronic homelessness. The average stay is nine to 12 months.

During the year, we worked closely with the Streetlink team to target five vulnerable long-term entrenched rough sleepers, each of whom had a long and complex history of homelessness, and we had three couples – one with a dog – in the project. We continued to deliver a nine-week pre-tenancy programme – in groups and one-to-one sessions – an increased life skills programme, and a structured approach to addressing the issues faced by clients moving from hostels to independent living.

For many homeless people, institutionalisation is a major factor and that, combined with problems around isolation, needs to be addressed as thoroughly as the initial “support need”. When people come into Montfort House, we agree support plans with them and review them regularly. In some cases, support tapers off as clients become more self-reliant, in others it is increased as they are presented with the challenges of independent living. Moving into long-term accommodation – often a critical point in the journey from street to home – is managed by our project workers and supported by the resettlement co-ordinator, who continues to work with clients for up to six months after their move.

During the year, 14 clients moved on:

- 6 to supported housing;
 - 1 to private rented accommodation;
 - 3 to housing association/council property;
 - 1 to shared accommodation;
 - 2 to sheltered accommodation;
 - 1 returned to family/previous home.
- create a link to Passage House to ensure Montfort House develops in line with the Places of Change philosophy and best practice, particularly in developing true opportunities for residents to develop new skills;
 - finalise our client volunteering programme and see if we can create opportunities for internal job-tasters, apprenticeships, and NVQ training;
 - ensure strong management by sustaining full occupancy, maximising rent collection, maintaining high levels of planned move on, and developing further move-on options;
 - improve the project's environment, through our Development Plan, and agree best practice for all new lettings.

Objectives for the next year


We aim to:

- develop our work with couples and long-term rough sleepers;
- complete the review of the service and, as part of that, develop it to offer a more flexible option that meets the needs of the more vulnerable and entrenched rough sleepers who will not, or cannot, gain access to other hostels;

**Our ability to help
homeless people
depends to a great
extent on donations,
from individuals,
businesses and
charitable trusts, and
general goodwill...**

...we also run a number of fund-raising events,
including *A Night Under the Stars* and our
summer garden party.



 Do not cut here

The performers at our annual Night Under the Stars concert, all donate their time and talent. In 2010 the concert raised nearly £66,500 to help us continue our work for homeless people.

Supporters of The Passage

To all our supporters – thank you

To the thousands of people and organisations who, in so many different ways, make it possible for The Passage to continue its mission to help homeless people take responsibility for transforming their lives:

- the many individuals and churches that contribute so generously;
- the charitable trusts and businesses that support us;
- the statutory bodies that provide vital funding and, in particular, The Lord Mayor of Westminster, and the many local councillors and council officers who take a practical interest in the work of The Passage;
- the sponsors and organising committee of our annual concert, *A Night Under the Stars*, and the artists who take part; the sponsors and organisers of our annual Garden Party; and everyone who attends these events;
- all the volunteers who now help in all aspects of the organisation;
- and finally, of course, our dedicated staff and our clients, from whom we learn so much.

Staff and volunteers

The Passage employs 82 full-time and 14 part-time staff. Their qualifications and wide background of experience enable us to provide the different services we offer to homeless people. Their skills and dedication are supported by a pool of more than 300 volunteers who give us their free time to help us achieve our mission. Some people regularly give a few hours a week or at weekends, others are able to commit to three or more days a week.

Volunteers help throughout the organisation. A large proportion help out in the kitchen, serving food, washing up and helping the chefs with food preparation. Others help in the clothing store, medical room, and in organising client identification; as Education, Training and Employment tutors, supporting clients with computer skills and job search; as English-language tutors and interpreters; and as mentors. Other volunteers include: a hairdresser; complementary therapists; kitchen support workers at Passage House; hostel key-worker supporters; outreach workers; and in reception and administration, and all fundraising functions.

In response to the changing needs of the organisation, we continue to expand the range of activities that volunteers engage in and now have volunteers

working alongside staff in every team. New volunteering opportunities created over the course of the past year, include literacy coaches, who work one-to-one with Passage House residents; people who share their creative skills by running drama and art workshops; and others who help with archiving and logging client files, as well as a maintenance volunteer. The clothing store opening hours have been extended in response to client requests. We have also taken on three students from City Lit College, on work placements.

In the past year, volunteers donated an estimated 34,200 hours of their time.

Companies which support The Passage

The Passage now receives help in many ways, from businesses great and small. Many organisations that know of our work provide practical help related to their businesses. For example, KPMG has provided business advice across many disciplines and Barclays helps us to open bank accounts for homeless people; members of Barclays' staff also volunteer as mentors to our clients. The selection of food we offer would be less interesting without assistance from Marks & Spencer, Tulip, Wild Harvest, Inner Sound and Brake Brothers. 3i offers us meeting room space and invests incredible energy, along with Barclays and Harrison Parrot, in our annual

A Night Under the Stars concert. All our publicity material, including this annual report, has been provided through the kindness of the companies and individuals involved.

In addition, The Passage benefits from a growing number of companies that encourage their employees to support our work through corporate volunteering opportunities, particularly helping with breakfast and lunch service, but also with painting, collections at Victoria Station, and taking clients on day trips. We have recently established several new partnerships, including with the National Audit Office, Department for Work and Pensions, and Thomson's Online Benefits, which all frequently send volunteers.

Other organisations allow their staff to volunteer their time, partly working time and partly personal, whether for general volunteering or by contributing professional skills at committee level. Last, and by no means least, financial contributions from businesses form a vital element of the resources needed for The Passage to help homeless people.

Supporters of The Passage

(continued)

Supporters

Daughters of Charity of St Vincent de Paul
Westminster Cathedral

Statutory bodies

Department for Communities and Local
Government – Homelessness Directorate
City of Westminster
Government of Ireland – Emigrant Support
Programme
London Borough of Southwark
Mayor of London's Office

Charitable trusts

29 May 1961 Charitable Trust
Albert Hunt Trust
Ampleforth Abbey Trust
Ancaster Charitable Trust
Andrew Mitchell Christian Charitable Trust
Ashden Trust
Bamford Charitable Foundation
Besom Foundation
Bisgood Trust
Blyth Watson Charitable Trust
Bonus Trust
C Charitable Trust
Cadogan Charity
Catholic Holiday Fellowship Memorial Trust
Catholic Housing Aid Society
Charlotte Marshall Charitable Trust
Clothworkers' Foundation
Countess of Meath Will Trust
Dandy Trust
David and Frederick Barclay Foundation
David & Marie Grumitt Foundation
Dolphin Square Charitable Foundation
Donald Forrester Trust
Erach and Roshan Sadri Foundation
Erica Leonard Trust

Friends of the Elderly
Gisela Held Settlement
Glovers' Company
Golden Bottle Trust
Hawthorne Charitable Trust
Headley Trust
Hyde Park Place Estate Charity
Inner London Magistrates' Poor Box Charity
James Wilkes Charitable Settlement
J A Nasmyth Discretionary Trust
JAR Trust
John Laing Charitable Trust
John Slater Foundation
Joseph Strong Fraser Trust
June de Halpert Charitable Trust
Learning Skills Council
Leathersellers Company
Lionel Wigram Memorial Trust
Marcella & Claude Digby Charitable Trust
Normanby Charitable Trust
Oldhurst Trust
Parkhouse Charitable Trust
Portman Foundation
Posgate Charitable Trust
Salters' Company
Simpson Foundation
Shauna Gosling Trust
Souter Charitable Trust
Steel Charitable Trust
St John Southworth Trust
StreetSmart
Tobit Trust
Tomkins Foundation
Westminster Amalgamated Charity
Westminster Foundation
Wild Rose Trust
Wogan Anniversary Trust

Business support

3i
85FOUR
AA Access Partnership
Agnès B UK
Air Business
Alliance Bernstein
American Express
Associated British Foods
Barclays
Bircham Dyson Bell
Brake Brothers
Buckley Gray Yeoman
Capital International
Cazenove
Classic British Hotels
Cleveland Arms
Company Shop
Cooperative Group
Cousin
CRASH
Crowell Moring
Daily Mail
Devonshire Healthcare
Egg Banking
Foodshow
Freshfields Bruckhaus
Deringer
GAP
GE Capital
Goldman Sachs International
Goring Hotel
GPS (Great Britain)
Hard Rock Cafe
Harrison Parrot
Halkin Hotel
Henley Management College
House of Worth
HSBC
Innersound
InterContinental Hotel Park Lane
Invensys
Javelin Group
Jefferson Wells
John Lewis
KPMG
Lancaster London
Land Securities
Lazards
Linklaters
MacFarlanes
Man Group
Mark Swire Properties
Marks & Spencer
McDonald Architects & Designers
Mercer Employee Benefits
National Audit Office
Nelsons
Niarchos London
Nomura International PLC
Pret à Manger
Publicis Lifebrands
Richard Hodkinson
Ritz Hotel
Robert W Baird
St James's Place Partnership
Thai Design Distribution
Tuckerman
Tulip
Universal Pictures
Victoria Business Improvement District
White Fire Films
Wild Harvest

Financial summary

Financial summary for the year ended 31 March 2011	2011 £	2010 £
Expenditure		
Resource Centre and Outreach	2,152,132	2,276,904
Residential services	1,633,690	1,514,705
Governance costs	62,098	58,955
Fundraising	201,123	199,827
	4,049,043	4,050,391
Income (excluding capital grants)		
Revenue grants from statutory bodies	1,901,525	1,913,682
Charges to residents	552,077	624,614
Bank interest	42,599	6,391
Donations (see below)	1,557,843	1,492,201
	4,054,044	4,036,888
Net movement in funds before capital grants	5,001	(13,503)
Capital grant from statutory body	485,560	150,000
Net movement in funds after capital grant	490,561	136,497

Our donations come from

Individuals	534,541	525,970
Legacies	353,449	192,290
Churches and voluntary groups	211,221	241,341
Companies and businesses	272,261	185,211
Charitable trusts	186,371	347,389
	1,557,843	1,492,201

Our donations

We depend on donations and the help of volunteers to maintain and develop the work of The Passage. Much of the fund-raising work is carried out by volunteers and we do not pay commission to anyone to raise funds on our behalf.

The value of voluntary help received during the year is not included in income.

Our funds at 31 March	2011 £	2010 £
Funds brought forward	6,022,324	5,885,827
Net movement in funds for the year	490,561	136,497
Transfer of assets from Passage Trust	3,605,215	-
Funds at 31 March	10,118,100	6,022,324

Restricted building funds

St Vincent's Centre	4,701,023	4,800,896
Passage House	1,780,504	-
Capital development and major repairs	2,101,738	-

Restricted revenue funds

	106,690	24,387
Total restricted funds	8,689,955	4,825,283

Designated funds

	1,281,216	1,118,358
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Accumulated fund available for general expenditure	146,929	78,683
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Total funds	10,118,100	6,022,324
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Trustees' statement

The financial summary has been prepared to illustrate the main areas of on-going expenditure by The Passage, the principal sources of its income and the composition of its funds.

The Board of Trustees confirms that the financial summary is taken from the full accounts approved on 7 June 2011. It does not contain all the information necessary to allow a full understanding of the financial affairs of The Passage. Copies of the full accounts, on which the auditors have reported without qualification and which will be delivered to the Charity Commission may be obtained free of charge from The Passage, St Vincent's Centre, Carlisle Place, London SW1P 1NL.

Sister Ellen Flynn

Chairman of the Board of Trustees

7 June 2011

Finance and fundraising report

Results for the year to 31 March 2011

The accounts for the year to 31 March 2011 reflect the on-going operations of The Passage together with two capital transactions: the receipt of a capital grant of £485,560 to improve Passage House and the transfer of assets, amounting to £3,605,215, from Passage Trust, a separate charity. The transferred assets included the freehold of Passage House, and funds for future capital development and major repairs. In the previous year, we received a capital grant of £150,000 for improvements to the Resource Centre.

Finances for on-going operations remained in balance with a small surplus of £5,001 (2009/10: £13,503 deficit) on expenditure of just over £4 million. Revenue funding from statutory grants, which has declined very slowly over the past few years, was just over £1.9 million although we were, of course, faced with cost increases, partly as a result of the increased VAT rate. The year to 31 March 2011 is the last year in which the statutory grants will remain at this level.

Charges to residents declined because of building improvements in Passage House, which resulted in each floor of the hostel being out of use in turn. After the improvements the hostel will provide single rooms for all residents and will

reduce capacity from 48 to 40. Bank interest increased on the transfer of funds previously held separately by The Passage Trust.

There was an increase in donation income, most noticeably from an increase in legacy income, from £192,290 to £353,449. This has become a key means of helping The Passage to balance its books in the past few years. Despite the economic situation, donations from our many loyal individual supporters were slightly higher than in the previous year. Income from churches and voluntary groups, which had included an exceptional donation of £25,000 in the previous year, was otherwise in line with 2009/10. We continued to receive generous support from businesses, but grants from charitable trusts declined. This is partly as a result of some grants from trusts coming to an end last year. Some new grants from trusts have begun since 1 April 2011 and we hope that in future years, grants from trusts will be comparable with the level enjoyed in the year to 31 March 2010.

The financial outlook

Our statutory grants have been renewed for the year to 31 March 2012, but at a significantly reduced level. For 2011/12, they will be £225,000 lower than in 2010/11 and there will be a further reduction of £50,000 from 1 April 2012. At the same

time, the economic downturn means that demands on our services are increasing. We have made some reductions in costs without affecting frontline services, but we will need to increase donation income if we are to continue to provide properly for those homeless people who depend on our services. While our overall financial position is satisfactory, it is important to remember that most of our funds are restricted building funds and are not available to finance ongoing operations.

Fundraising

Our website contains much information about The Passage. Please read it and publicise it wherever you can.

I am always ready to receive help and advice on fund-raising. For example, groups in areas some distance from us run fund-raising events in aid of The Passage. I will give whatever help and encouragement I can to any such initiatives.

Much of the fund-raising work is carried out by volunteers, whether from the fund-raising office, helping with collections or raising money for us elsewhere. We are always looking for new recruits and fresh fundraising ideas.

Events

Donations from churches and voluntary groups include funds raised from events organised by volunteer committees. The largest of these is our annual concert *A Night Under the Stars*. We are very grateful to the concert committee for all their hard work.

These events can be successful only if they are well attended and attract advertising and sponsorship revenue. If you are able to bring a group, encourage someone to place an advertisement in a programme or sponsor part of an event, we would love to hear from you. Full details of all forthcoming events are on our website.

If you are able to help with fundraising in any way, please do get in touch with me, Andrew Hollingsworth, andrew.h@passage.org.uk or direct line 020 7592 1855

Andrew Hollingsworth
Business Director

Can you help?

The Passage depends on donations to enable it to continue its work with homeless people.

£15

pays for our trained staff to give a homeless person much needed advice.

£50

provides heating and hot water in the Resource Centre for a day.

£100

enables our Open Learning Centre to provide training for one person for a week.

£1,100

subsidises the cost of meals provided in the Resource Centre for a week.

£2,100

pays the cost of employing a qualified drug and alcohol worker for a month.

Any gift you can afford will help us to give a homeless person self respect and a new chance in life.

- To give online, please go to our website, www.passage.org.uk
- To make a telephone donation, call **0845 880 0689**
- or write to, **The Passage, St Vincent's Centre, Carlisle Place, London SW1P 1NL.** Please make cheques payable to The Passage.

Other ways to help

Gift Aid

Signing the Gift Aid declaration on the donation form enables taxpayers to increase the value of one-off or regular gifts by 25%, at no extra cost. Please ask us to send you a form if necessary.

Standing orders

Regular donations are particularly helpful. If you are able to give a regular amount – monthly, quarterly or annually – we will be pleased to send you a standing order form.

Payroll giving

If your employer operates a Payroll Giving Scheme, donations to The Passage can be deducted from your salary before PAYE tax is calculated. Please telephone Andrew, on 020 7592 1855, for more information.

Legacies

Leaving a legacy in your will is a valuable, and increasing, form of support which will help us to continue our work. We will be pleased to send you a leaflet.

Increase support

We will be very happy to work with you to promote The Passage and to run fundraising in your local area. Please telephone us to discuss your ideas.

Volunteers

Volunteers play a vital role in the work of The Passage. Staff need regular help in caring for clients. Some volunteers give a few hours a week, others can spare more time. We also need help with administration and fundraising. Alternatively, you may have particular skills or expertise which could help us. If you would like to become a volunteer, please telephone Emma on 020 7592 1863, fax 020 7592 1870, or email volunteering@passage.org.uk for more information.

Gifts in kind

Second-hand bath towels, in good condition, are particularly needed. We often take clothes in good condition, particularly men's casual clothing. If you have anything you would like to donate, please telephone 020 7592 1850. Within central London, we can sometimes collect furniture that is suitable for clients moving into their own accommodation.

Website

Please visit our website and encourage others to do so, www.passage.org.uk.

Tell others about The Passage

Finally, if you know of any organisation – perhaps the company you work for – that might be interested in supporting our work, either financially or by offering the expertise of their staff, please tell them about us. We will be very happy to send more information or invite a representative to come to see our work.

In memoriam

We pray for all those who have died since the last report: relatives, benefactors, clients and friends. They have a very special place in our prayers.

We remember the clients and volunteers who have died.

Anthony Bates

Mitta Beard (volunteer)

Stanislaw Diller

Jamie Dixey

Darren Dunbridge

Edward Feeley

Constance Gilbert

Saba Kidane

Simon McAndrew

Saafe Meftah-Bel

Gerald Mimant

Andrzej Moskal

Robert O'Brien-Williamson

Stephen Sargeant

Ricardas Sireeika

James Wagner

Eternal rest grant unto them, O Lord, and let perpetual light shine upon them. May they rest in peace.

Amen

Fr Pdraig Regan CM

Sr Rosalie Hayes DC

A special thank you

We thank the sponsors of this project for their generous support in producing this annual report. They deserve, and receive, our immense gratitude.

Chris Harlow

for the design and production

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for copywriting and proof reading

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for supplying the paper

Company information

as at 30 June 2011

Board of trustees

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Sr Ellen Flynn DC, *Provincial Council Daughters of Charity of St Vincent de Paul*

Vice Chairman

Peter Macklin, *Solicitor*

Treasurer

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Mark McGreevy, *Chief Executive, Depaul International*

Dr Iram Satter, *GP*

John Studzinski, *Global Head, Blackstone Advisory Partners LP*

Canon Christopher Tuckwell, *Administrator, Westminster Cathedral*

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Mick Clarke

Deputy Chief Executive

Roger Clark

PA to the Chief Executive

Ann Beswick

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Business Director and Company Secretary

Andrew Hollingsworth

Client Services Director

Tamsin Mallon

Day Services Manager

Lorraine Richardson

Financial Inclusion Manager

Richard Wealleans

Residential Services Manager

Liam Walsh

Streetlink Manager

Midori Hol

Client Services' committee

Chairman

Mike Kelly*

Other members

Sr Margaret Barrett, *Sister Superior, Daughters of Charity Carlisle Place*

Sr Eileen Glancey*

Cynthia Haddock, *Consultant*

John King, *Trustee, NACRO, property and business finance consultant*

Julia Morgan, *KPMG*

Dr Iram Satter*

Gary Wood, *LB Southwark Commissioning Manager*

Finance committee

Chairman

Christopher Williams*

Other members

Martin Allen, *Chartered Accountant*

Peter Macklin*

Alice Stein, *Chartered Accountant*

John Studzinski*

Risk and audit group

Chairman

Peter Macklin*

Other members

Anthony Carey, *Partner, Mazars Chartered Accountants*

Mike Kelly*

John King

Chris Morris, *Partner, Freshfield Bruckhaus Deringer LLP, Solicitors*

Alice Stein, *Divisional Strategic Analyst, Close Brothers*

Chris Williams*

Fundraising group

Chairman

Mgr Vladimir Felzmann*

Other members

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Daniel Brennan, *Sales Director, Laurent-Perrier (UK)*

Richard Hamilton, *Director, Global Citizenship and Policy, KPMG International*

Baroness (Maggie) Jones, *Shadow Health Minister*

Adrienne LeMan, *Consultant*

Alexander Nicoll, *Director of Corporate Responsibility, Capital Shopping Centres Group PLC*

Sheila Smith, *Volunteer Events Organiser*

* Member of the Board of Trustees



THE PASSAGE
Helping homeless people since 1980

The Passage

St Vincent's Centre, Carlisle Place
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F 020 7592 1870

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www.passage.org.uk

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Cardinal Basil Hume

Patron

Archbishop Vincent Nichols

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