



Home and Hope Appeal Case for Support



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CONTENTS

Foreword by Jeremy Paxman	1
Executive Summary	2
Introduction	4
Chapter 1 Why so ambitious?	6
Chapter 2 What will the funds be spent on, and how will quality be assured?	11
Chapter 3 What will we achieve with your social investment?	14
Chapter 4 Why will we succeed?	19
Chapter 5 What are the risks, and how will they be mitigated?	23
Chapter 6 How will we report back to investors and supporters?	25

APPENDICES	26
I. The need – understanding homelessness and its causes	26
II. Homelessness in Newham	27
III. Organisational Chart	28
IV. Trustees and Partners	30
V. Summary of Financial Activities	31
VI. Awards won by Anchor House	32
VII. Frequently Asked Questions	34

Foreword

BY JEREMY PAXMAN, PATRON OF THE ANCHOR HOUSE "HOME AND HOPE" APPEAL

I know, I know.

Another appeal to your better nature. But let me tell you why I support Anchor House.

The reason I agreed to become involved as a Patron of the Anchor House Home and Hope Appeal is that Anchor House is a charity which delivers results. It is committed to and focussed on success.

The homeless are so easy to ignore. In fact, it's easier to ignore them than to pay attention, for they unsettle us.

But the single most startling thing about most people's experience of homelessness is how incredibly thin is the line between a settled, ordered life of the kind that most of us lead, and complete chaos. It can be losing your job, the break-up of a relationship, or a problem with drink or drugs. Sometimes it seems just to have been set off by a family row.

Anchor House – the old hostel for seafarers in Canning Town – does not look the other way. It supports over 180 homeless people every year. It provides a safe and stable environment for people who have often had terrible experiences. It offers healthcare and training. It helps them to look for work.

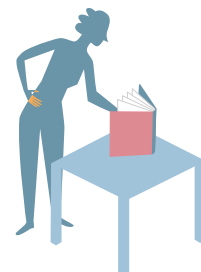
Please read this document. I hope you agree that it's a cause worth supporting.

Jeremy Paxman



The aim is to provide tangible, sustainable solutions to the challenge of homelessness.

Anchor House provides a stable and safe environment to help people out of that trough.



Executive Summary

Anchor House is an award winning residential/life skills centre based in the London Borough of Newham, the third most deprived borough in the country. Here we address the root causes of homelessness through training, education and personal rehabilitation. Currently we are aiming to raise £9.3 million to transform our 50-year-old building and build 25 new transitional move-on flats.

There is a pervasive intolerance that states that the homeless “have no-one to blame but themselves”. Unlike those who suffer from disease, or lack of water, the homeless “don’t need” to end up on the streets. But nobody chooses to lose the roof over their head.

Homelessness, for many, is the by-product of life’s challenges which we all face at some point – unemployment; poor education; mental or physical illness; alcohol or drug abuse; marriage breakdown. Just think . . . what if you had no family members to support you and you injured yourself? You wouldn’t be able to work, pay the bills, buy food . . . What would you do? Where would you go?

The only difference between us and the homeless is that most of us have some kind of support – families, friends, work colleagues – who can all lend a helping hand while we go through a bit of a dip in fortunes. But if you have lost your home, your place of security, the dip turns into a trough and your original problems become more and more difficult to manage, and at frightening speed – and all the while your physical resilience and mental strength start to crumble.

At Anchor House, we support up to 180 people each year with a stable and safe environment to help themselves out of that trough. We select our residents without distinction as to race, ethnic background or creed. From day one, residents are not only given a roof over their heads, but are given the opportunity to realise and accept for themselves that they have the skills and talents necessary to be happy and successful in life. Residents sign a contract out of homeless,

agreeing to a personal development plan focused on their individual needs. Through the holistic and nationally award winning ‘Aspirations’ programme, Lifestyle Architects work with them to address the root causes of their homelessness through training, job guidance, volunteering, health and wellbeing and personal rehabilitation. The aim is to provide tangible, sustainable solutions to the challenge of homelessness.

Based in Canning Town, the most deprived ward in the third most deprived borough in the country, we provide a wide range of accredited vocational training courses for the local unemployed and record up to 2,500 visits each year by community members utilizing our services.

The burden that homelessness puts on tax-payers is enormous when you look at welfare costs, the risk of re-offending, and substance abuse. But, above all, there is the desperate loss of an individual’s potential to be an active and engaged citizen and contributor to the community. Turning lives around, by comparison, is relatively inexpensive. Research recently conducted by Oxford Economics¹ estimated that for every £1 invested in Anchor House last year, it delivered £3.98 of impacts for society. That is an impressive social return.

At 50-years of age, Anchor House is now urgently in need of refurbishment, especially the facilities housing the Building Crafts College and the two ‘Learning Zones’, which over the past two years have provided training and education for more than 1600 residents and local community members. Situated on the doorstep of the 2012 Olympics, there is unprecedented opportunity for regeneration and job opportunities for

We are a charity punching above our weight, developing ideas to break the cycle of homelessness and its root causes.

¹ Oxford Economics
March 2011:
An SROI analysis of
Anchor House –
page 1.

Anchor House's residents and local unemployed community members. This however, cannot be achieved without sufficient training support and facilities.

With the support of its loyal supporters, Anchor House has launched a £9.3 million Home and Hope Appeal to ensure its lasting legacy continues. And your help is greatly needed.

Our Appeal aims to transform Anchor House, a freehold asset owned by our charity – The London Inter-Diocesan Apostleship of the Sea (Charity No. 253669) into a 21st century facility and fit-for-purpose complex. The new development will include:

- Refurbished accommodation – 118 rooms with “individual learning zones”, suitable as both bedroom and workspace. These will facilitate study and personal development.
- Training facilities – workshops for vocational courses; learning zone for e-learning and a new kitchen to provide training facilities for people to gain catering qualifications.
- Transitional accommodation – 25 new “move-on” studio flats adjacent to the main Anchor House building to help residents achieve a sustainable transition back into independent living.

It is supported by an Appeal Committee chaired by Michael Dawson, a director of Chaucer plc, and has among its supporters and patrons Lord Patten, Lord Glasman, the Rt. Hon Ann Widdecombe, Jeremy Paxman, Barbara Windsor MBE, the Archbishops of Westminster and Southwark, the Bishop of Brentwood, Sir George Bull, Sir Christopher Benson and Lord Guthrie of Craigiebank.

It is a huge goal, but with the successes already achieved by Anchor House it is confident of delivering the new state of the art centre over the next three years. It was only a little under six years ago that Anchor House was at risk of closing down. But today it is a charity punching above its weight, developing ideas to break the cycle of homelessness and its root causes. Its accolades have included:

- Winning four National Training Excellence Awards in 2010 from the UK Skills Council. Our Head of Employment and Education, Aggie Chikiwa (a former resident), was awarded UK's Best Individual Trainer.
- Twice winning the Michael Whippman 'Innovation' award for residents involvement in the development of our programme in 2006 and 2008 for community involvement.
- The 2009 Charity Times Award for “Best Use of Technology in the Third Sector”.
- UK runner up in 2009 for the Third Sector's “Excellence in Financial Management” awards.

Over the 12 months to 31st March 2011, Anchor House has also achieved:

- 95% of people were involved in positive transitional activities
- 32 people got jobs
- 58 people moved on to independent living.

The funds will ensure that Anchor House extends and improves its services – helping to rebuild and develop the lives of the homeless and unemployed. For anybody supporting this project, they will be helping to transform the centre into a landmark building that will be a lasting legacy for the people of Newham for the next 40 years to come.

The Case for Support details why your support is needed in helping to rejuvenate Anchor House into a state-of-the-art life skills centre. You will read from this document exactly where your investment will go and how it will help to transform the lives of London's most vulnerable.

The Appeal committee is helping to raise the required £9.3m over the next three years.

“The volunteering opportunities at Anchor House are great. It's really given me the confidence boost I needed.”
Resident



Introduction

What is Anchor House?

Anchor House is a former seaman's mission on the Barking Road in Canning Town, East London. It was established in 1962 by the Catholic London Inter-Diocesan Council of the Apostleship of the Sea (representing the dioceses of Brentwood, Southwark and Westminster).

Its original purpose was to provide temporary accommodation to out-of-work seafarers coming into and out of the nearby ports. The connections with shipping are reflected in the name of the building.

As the volume of trade which was carried through the local docks declined, so did Canning Town, and Anchor House with it. The building became dilapidated, and ended up as a hostel for the homeless rather than a seaman's mission.

Six years ago, the Trustees realised that Anchor House was no longer in a fit state to fulfil its duty to the dispossessed, and brought in new leadership.

Since then, Anchor House has gone from strength to strength. Keith Fennell, the Director, and his team have changed Anchor House out of all recognition. It is no longer a homeless hostel, but a life skills centre where the ultimate goal for our residents is independent living.

We select our residents without distinction as to race, ethnic background or creed. Newham Borough has one of the most diverse populations of any borough in the UK. Alcohol is no longer permitted on the premises, and rules and discipline are rigorously enforced.

Today it offers courses and volunteering opportunities to help employability; provides counselling and guidance to those seeking to reduce substance abuse; and gives advice on physical and mental health, based on proper nutrition and fitness.

However, what is most striking about Anchor House is that it not only looks after its own residents, but opens its doors, facilities and courses to those in the local community who are in need.

These visitors to Anchor House may have a roof over their head, but they have many challenges in common with our residents. In any one week, we welcome up to 200 people from the community into Anchor House to access our lunch clubs and to attend counselling sessions.

Today Anchor House has room for 118 residents, and employs 39 staff (five of whom are former residents) and many volunteers.

Charitable funding ensures that Anchor House retains its independence to challenge government policy and campaign for more intelligent funding for housing services for vulnerable adults.

Why are we investing a further £9.3m?

We are investing a total of £15.3m in Anchor House, of which we have invested £6m in refurbishing the residential block, leaving £9.3m to raise.

Part of this total amount is the cost of refurbishing a 50-year old building, and bringing it up to a minimum acceptable standard. But two-thirds of the funds are being invested in improved and expanded training and life skills facilities (e.g. equipping the individual bedrooms as study areas, and the creation of learning zones, workshops, along with a full-size kitchen for teaching catering skills).

The investment also includes the building of "transitional accommodation" – i.e. 25 self-contained apartments separate to the main Anchor House building, but still part of the overall complex. (These "move-on" apartments support the transition of residents from homelessness to living independently, and thus increase the chances of sustainable success when the resident finally leaves Anchor House.)

We select our residents without distinction as to race, ethnic background or creed.

In any one week, we welcome up to 200 people from the community into Anchor House.



The improved training facilities will help us to transform the lives of more and more people, both in Anchor House and from the wider community.

How do we currently fund our running costs?

We more than cover our day-to-day operating costs through the income we receive. In other words, the capital we raise during the Home and Hope Appeal will be used only for the project outlined in this Case for Support, and the costs of raising that capital.

In overcoming the challenges of public service cuts Anchor House is better-placed than many charities and social enterprises who are concerned about reduced Government spending and council cut-backs, and the resulting impact on their funding.

For example, the housing benefit due to our residents comes direct to Anchor House from the London Borough of Newham. As with other councils, Newham is not immune from the need to cut expenditure. This income will continue as long as we are housing homeless people – the only risk to this revenue stream is if there were no longer any homeless people needing our help, which (tragically) is unlikely to happen in the near future.

We expect that the c.£375k p.a. we receive from Newham as a Supporting People grant (i.e. funds given to organisations dealing with people with support needs (e.g. substance abuse, criminality etc.) will be put out to tender.

Given our successful track record in extending our counselling, training and employability facilities to residents, as well as our cost efficiencies, we are confident that we can succeed in maintaining the level of funding we received in previous years under the Supporting People grant.

Newham are also planning to put out to tender to local organisations a number of services to vulnerable people which they currently provide in-house (such as substance misuse services). We will also tender for these services.

Our decision to refurbish and expand our training premises and workshops to cater for more people – a decision taken several years ago – now seems very prescient.

Anchor House manages its finances rigorously and robustly. We have had to, since historically we have received one of the lowest Supporting People grant for any homeless organisation in London and future government funding is declining. We have therefore had to look for alternative income streams, and challenge every pound that we spend.

Today we hold reserves of £1.3m to ensure that at any one time we have reserves to fund business operating costs for up to nine months. We have had to learn to be self-sufficient, and today our relative independence from local council funding has stood us in good stead.

How we will measure success – outputs?

Anchor House has a Performance Management System in place that monitors and evaluates its activities on a quarterly basis. It records the number of attendees in the programmes and monitors individual resident's progress via the development and progress of each individual's personal development plans en-route back into independent living and full time employment.

All outputs and results are recorded by the senior leadership team and reviewed quarterly by the committee of management. This also includes resident feedback loops so as to track the user's experience.

Over the 12 months to the 31st March 2011, we achieved:

- 58 residents out of a total of 129 moved-on to independent living
- 32 residents moved into work (full-time and part-time)
- 90 residents volunteered in Anchor House
- Residents undertook 98 external volunteering opportunities
- 143 residents undertook training courses
- 1000 local people (non-residents) attended training at Anchor House

How do we communicate with our donors and supporters?

Updates are provided through a half-yearly newsletter and full analysis reports are distributed annually.

The improved training facilities will help us to transform the lives of more and more people.

Anchor House manages its finances rigorously and robustly... we have had to learn to be self-sufficient.

Chapter 1

Why so ambitious?

We are ambitious because we are confident; and we are confident because we are successful. In the last three years we have had the following results:

- 150 residents moved-on to independent living.
- 89 residents moved into work (full-time and part-time).

Our focus has always been to get our residents back into independent living and full time employment as quickly as possible – and for as long as possible. That is our definition of success.

Homelessness is not a life sentence. However, many who have lost their home (often within a bewilderingly short period of time) feel isolated and marginalised, and struggle to understand how they can return to that settled kind of existence – there seem to be so many obstacles to overcome. They arrive at Anchor House confused and demoralised, with very little optimism about the future, and very little trust in “the system” which they feel has let them down so badly.

At Anchor House, we are aware of the factors that often lead to homelessness – debt, unemployment, family breakdown, alcohol/drug dependency, criminality, physical/mental health problems. These are the root causes that can often lead to the loss of one’s home.

Overlaying these root causes are strong emotional issues – lack of confidence, low self-esteem, anger, depression. Unless we address these underlying factors with our residents, and tackle the accompanying emotional issues, we cannot hope for a sustained turnaround in their lives. Simply providing the homeless with a roof over their heads does not address homelessness.

Identifying, addressing and finally overcoming the root causes of why someone is on the street is the cornerstone of Anchor House’s success. Each resident, on arrival, becomes involved in our “**Aspirations Programme**”. The Aspirations Pyramid sets the order of priority for addressing the needs of the new resident.

As a first step in tackling the issues in the Aspirations Pyramid, we use the **Outcomes Star™**². The resident charts on the star their current position on a number of measures – and the eventual position on these measures to which they aspire over time.

“The Aspirations Programme is a great planning tool. Now I can see how to take the steps to the life I want not the one I thought I had been given.”
Resident

Aspiration Pyramid

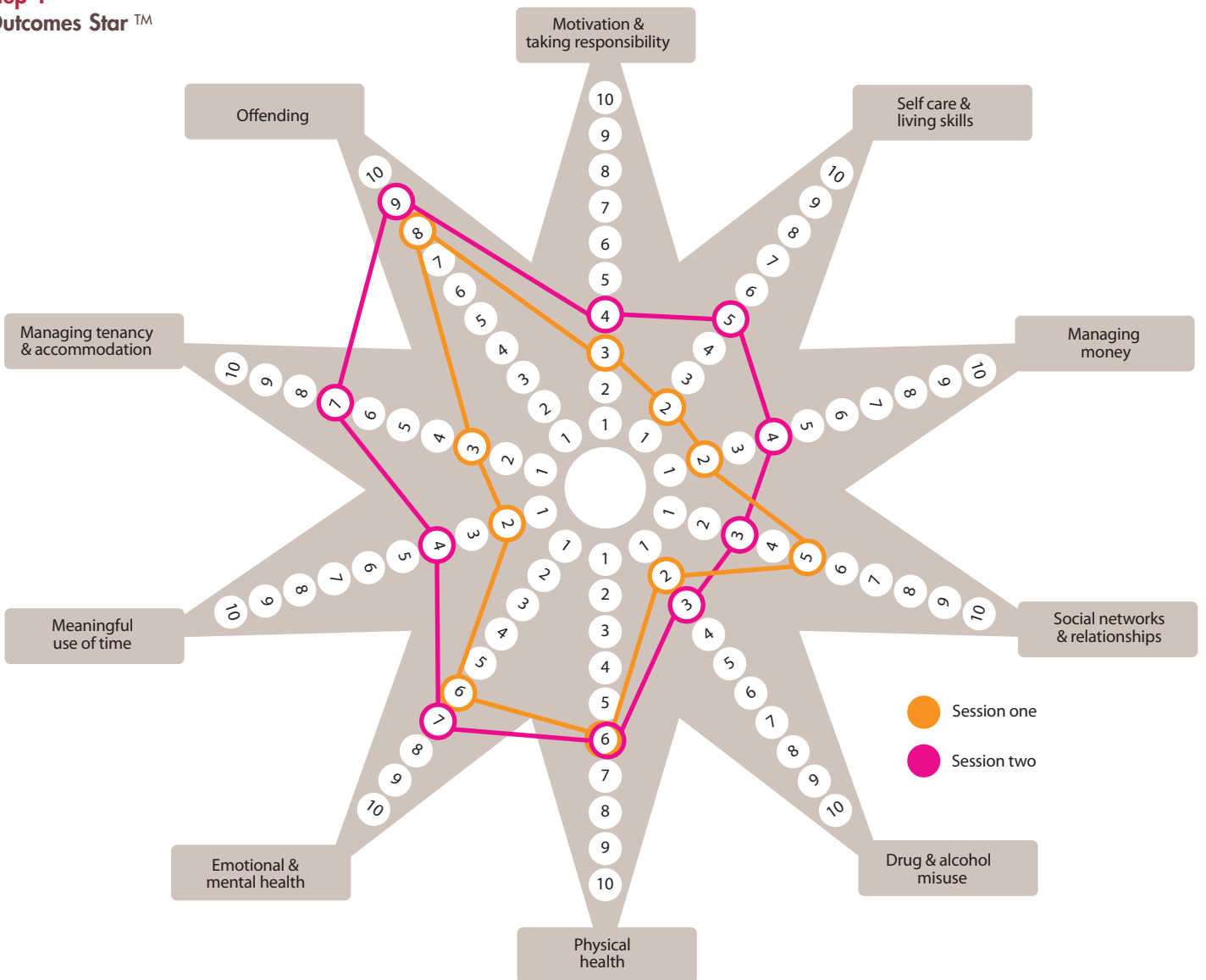


2

Original version of the Outcomes Star™ for homelessness was developed by Triangle Consulting, along with the London Housing Federation and St Mungo’s.



Step 1
Outcomes Star™



Chapter 1 Why so ambitious?



The second step is the creation of a **Personal Development Plan**, developed by the resident with his or her lifestyle architect³, to bridge the gap between the current and the hoped-for position on the Outcomes StarTM.

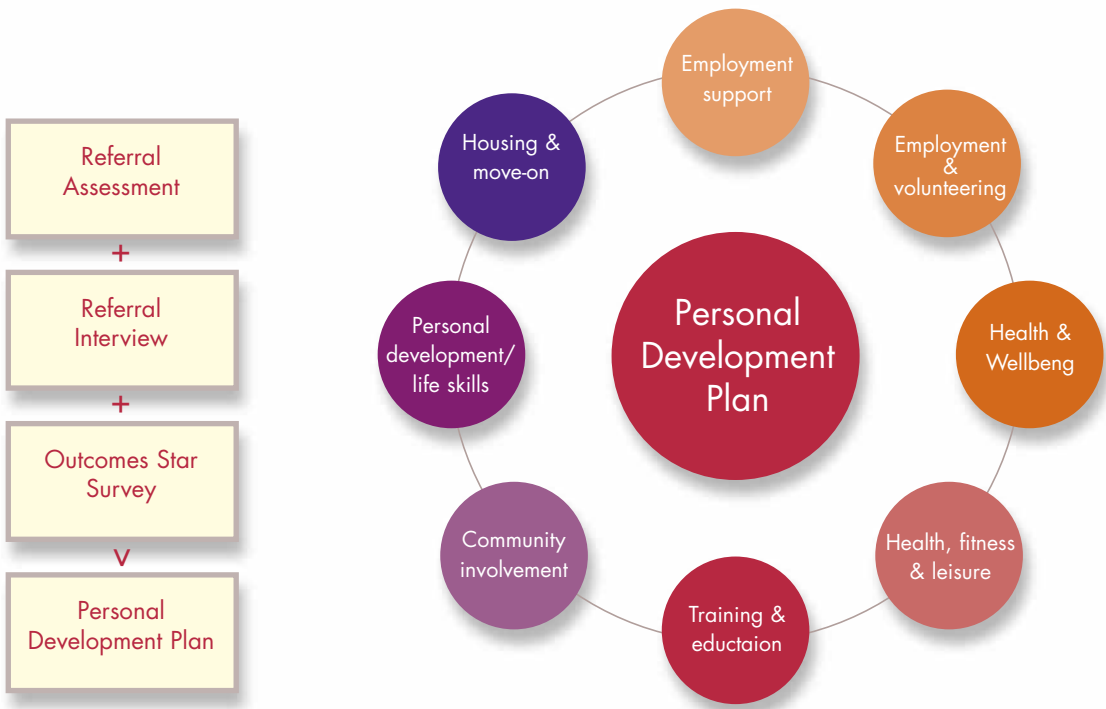
This plan includes education and training (focussing on e.g. employability skills such as CV and interview preparation, qualifications etc.), volunteering opportunities, counselling for substance abuse, and guidance on sorting out problems with debt.

We have taken residents on outward bound courses and retreats, away from Anchor House. These are not “jollies” – they are in fact tough and challenging sessions for people who were never expected to push for or achieve anything, or to reflect on their lives and their personal development.

The Aspiration Programme works, and it continues to work after the resident has left Anchor House. That is why we want to extend it to many more people.

Simply providing the homeless with a roof over their heads does not address homelessness.

Step 2 Personal Development



³ We call them “lifestyle architects” at Anchor House, because they are helping our residents to redesign and restructure their lives.



These “hard skills” are complemented by education on nutrition, encouragement of physical fitness, access to a recording studio (built by the residents themselves) and arts classes, and work on rebuilding family relationships and other social networks.

DEVELOPMENT NEED	ACTIVITIES AND SERVICES PROVIDED
Personal development	Managing budgets, benefits advice, catering, leadership, teamwork
Community involvement	Police liaison groups, community forums, citizenship awareness
Health and well-being	Health screening, homeopathy, alcohol and drug treatment services
Health, fitness and leisure	Drama, dancing, music, football, other games and cycling
Education and training	Literacy, numeracy, IT and English for speakers of other languages
Housing and move-on	Council accommodation, supported move-on and home set-up
Employment: volunteering	External volunteering and internal positions of responsibility
Employment: construction industry	Information and guidance, job skills, job search and CV writing
Employment: support and mentoring	Pre-employment, qualifications, work experience and job brokerage

The Aspirations Programme is not an easy option for our residents – it is stretching and demanding. It requires a huge amount of trust on the part of the homeless person, who perhaps has been ignored by society since childhood. The homeless person also has to consider whether they have contributed – even in a limited way – to the circumstances which have brought them to Anchor House, which is not always easy to acknowledge.

But with this self-awareness comes the realisation that they also have a role to play in their recovery – it is not entirely out of their hands. It is possible to change the behaviour and thinking which might have contributed to their homeless state.

The programme supports the recovery process by rebuilding confidence, drawing out the resident’s strengths and competences, abilities and interests which the resident has never recognised, or which have been ignored over the years when survival was the only priority. These skills can be in music, art, sport, hospitality, teaching/mentoring, catering, construction skills, etc.

The Aspirations Programme works, and it continues to work after the resident has left Anchor House.

Chapter 1

Why so ambitious?



The transitional accommodation – the “move-on” flats – is a crucial step in the Programme and in sustaining the move by some of our residents into independent living.

Living “on-site” in Anchor House is stable, structured, disciplined, and rules-based. By contrast, living “off-site”, completely independently, means that many of the restrictions which we set for residents disappear, but so does the steadying framework of behaviour, accountability, development and progress.

The “move-on” flats operate as a half-way point between the two. They enable former residents to become used to living by their own rules and disciplines, and to develop their emotional and physical resilience to the challenges of independent living. But the flats are close to – if separate from – the main Anchor House complex, allowing ongoing contact with staff as needed.

Anchor House remains the anchor, the stabilising influence as residents seek to find their way back into independent living.

The flats also represent achievement, the fulfilment of aspiration, and therefore a landmark stage in personal development.

They are the reward for engagement, hard work, discipline and progress. They act as an incentive – a real, visible and tangible representation of what the Aspirations Programme can bring.

Anchor House is unique among charities in that it has been successful in replicating its modus operandi to the benefit of the wider community. It leverages and maximises the skills of its lifestyle architects and its facilities, by extending its training courses to people in need in Newham – offering skills assessments, literacy and mathematics courses, construction awareness training, citizenship courses, customer service skills, Alcoholics Anonymous and Cocaine Anonymous sessions, and so on.

Apart from the obvious social and financial benefits of helping more people to prepare for a life of work, the inclusion of non-residents in the Anchor House courses helps to break down the barriers between the homed and the homeless, to dispel myths about homelessness, and to encourage our residents to feel less marginalised and isolated from the outside world. This is a significant element in their personal development.

The many people in the local community who are in need of our courses and our guidance are another reason why we are ambitious in our plans, and why we want to complete the transformation of Anchor House from homeless hostel to a thriving life skills centre and place of learning.

We want to remain at a manageable size, but maximise the number of people we serve.

Anchor House leverages and maximises the skills of its key workers.

“ Anchor House has given me security and the opportunity for personal development”.
Resident

Chapter 2

What will the funds be spent on, and how will quality be assured?

Funds are being raised for the refurbishment of Anchor House, a freehold asset owned by our charity, The London Inter-Diocesan Apostleship of the Sea (Charity No. 253669). This is a high-level breakdown of the funds required – the total cost of the plans is £15.3m, with £6m having already been invested.

Project Phase	Description	Cost (A = Actual, E = Estimate)
1.	Repair and refurbish 4th and 5th Floors (complete)	£3,836,190 (A)
2.	Refurbish and equip 1st, 2nd and 3rd Floors (complete)	£2,400,000 (A)
3.	Construct new infill block for 25 “move-on” flats	£4,475,227 (E)
4.	Refurbish and equip ground floor learning zones and workshops	£4,615,065 (E)
TOTAL		£15,326,482 (E)
Funds secured to date		£6,020,000 (A)
Appeal Target (including fees, and VAT @ 20%)		£9,306,482 (E)

Work already completed – Phases 1 and 2

Phases 1 and 2 of the programme are complete, thanks to the following awards:

- £1.02m in 2006 from the London Development Agency’s Access to Excellence regeneration scheme
- £2.5m in 2007 from the sale of land to One Housing Group (formerly the Toynbee Housing Association)
- £2.5m in 2008 from the Places for Change grant scheme (in recognition of Anchor House’s value to the community in Canning Town)

The first two phases cover the repair, refurbishment and equipping of the 118 residents’ bedrooms, over five floors. The objective behind this work was twofold – first, to bring the rooms up to a satisfactory standard; and second, to make them “individual learning zones” by installing integrated web facilities with access to

e-learning programmes, allowing residents to carry on their studies in private, and outside of usual teaching hours. During this time, we also carried out a series of emergency infrastructure repairs to the main building, including the modernisation of the electrics, the lifts, the heating system, security systems and mechanical services.

In addition, we have refurbished the reception area of Anchor House, creating a central “hub” for information, advice, interaction and communication between staff, residents and visitors.

Phases 1 and 2 were completed in October 2010 – on time and on budget. We worked with Galliford Try (one of the country’s top ten firms for social building), who provided a construction manager and a Clerk of Works. Independent quality assurance was provided by Walker Management (a firm of building and quantity surveyors).

We carefully and robustly monitored spend and progress, reporting back quarterly to our funding agencies.

Chapter 2

What will the funds be spent on,
and how will quality be assured?Artists' view of the
new dining and
kitchen facilities**Work to be completed – Phase 3**

Phase 3 is the building of the “move-on” flats, at c. £176,000 per apartment. Originally, Anchor House leased 10 flats a few miles away, as a pilot exercise to evaluate whether purchasing apartments might be the way to provide transitional housing, rather than building them from scratch.

However, we decided that there were more benefits to be generated by having the “move-on” flats on the Anchor House site (although in a separate wing of the main block), given that we needed fewer resources in terms of key workers and facilities management. Not only will the residents in the “move-on” flats have access to the services provided by Anchor House during the challenging transition to independent living but the flats themselves will be visible to residents, and thus a tangible reminder of what the Aspirations Programme is all about.

Work to be completed – Phase 4

The final phase – Phase 4 – focuses on upgrading and expanding the training areas and workshops on the ground floor of Anchor House.

The objective is to create the space, equipment and facilities (such as a full-size catering kitchen and restaurant) to enable residents and non-residents to gain volunteer work experience, and to secure National Vocational Qualifications (NVQs).

This phase will also incorporate space for the provision of health services (check-ups, screenings, signing-up with the National Health Service and dentists, etc. – many of our residents have disappeared from the NHS system).

When initially planned, the objective behind the refurbishment and extension of the training spaces was to transform Anchor House into a resource for the wider community, offering our skills and expertise in skills training to those in need.

That vision and thinking has today translated into a significant competitive advantage in the charitable sector, in that Anchor House is now well-placed to tender for community services which local councils are placing in the open market in order to reduce their costs. As a result we have already made the necessary preparations for taking on contracts and thereby diversifying our revenue streams, while other third sector organisations who are in danger of losing government support are in a more challenged position.

This is another example of how Anchor House is “ahead of the curve” in its innovative, ground-breaking and visionary approach.

Next steps

We will start work on Phases 3 and 4 once we have raised the necessary funds through the Home and Hope Appeal.

We will observe the same project management discipline and rigour as during Phases 1 and 2, including performance measurement, financial reporting, and a detailed contract to ensure timely and quality delivery.

As before, the Committee of Management for Anchor House (page 26) will provide the necessary governance for and oversight of the project. And, as for Phases 1 and 2, Keith Fennell (Director of Anchor House, and former building services consultant) will manage the project and liaise with the chosen contractors on an ongoing basis.

“ Anchor House has always made us feel welcome. That’s why there is standing room only for some of our meetings.”
Alex,
Alcoholics Anonymous

Our vision and thinking has today translated into a significant competitive advantage in the charitable sector.



Artists' view of the new courtyard



Artists' view of the new workshop



One of the new move-on flats

Ringfencing the capital project from day-to-day running costs

The "Home and Hope Appeal" is to raise funds primarily for the capital project. Separately, we are also looking to increase revenue by around £600k to fund additional training and education programmes.

By way of background, we currently generate our income through three main sources:

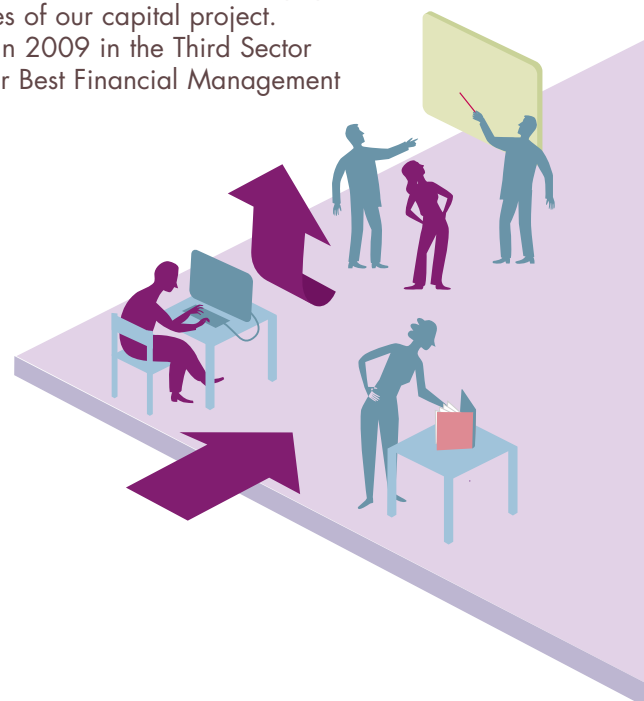
- **Housing benefit** – paid to us monthly by the London Borough of Newham for each resident, at a rate of c. £170 per person per week. In 2010 this amounted to £778k (at an average occupancy of c.83%, due to the refurbishment of rooms); with budgeted average occupancy of 97% for 2011, we expect this figure to rise to almost £910k.
- **Supporting People grant** – again, paid to us monthly by the London Borough of Newham for each resident, at a rate of c.£60 per person per week. The grant is worth about £375k p.a. We expect that, from September 2011, we will have to tender for these funds, for five years at a time.
- **Personal contributions paid by the residents themselves** – residents make individual contributions each week out of their Job Seeker's Allowance. Those who are unemployed pay £13.13 p.w.; those who are working pay a rate linked to their salary. In 2010, the amount raised was c.£118k, based on an average occupancy rate of c.83%; for 2011, we expect the figure to increase to be c.£138k based on a higher occupancy rate of 97%.

In addition, we look to the following sources for income, although these are less regular or predictable:

- Grants (from e.g. trusts and charitable foundations)
- Other income (arising from e.g. VAT reclaims, hire of meeting rooms, income from the restaurant, payment for the use of the roof for phone masts etc.)

Overall, our finances are sound. We have doubled our reserves since 2005 from £600k to £1.3m. This will ensure that we have enough reserves to fund business operating costs for up to nine months. We have raised over £6m to pay for the first two phases of our capital project. We were runners-up in 2009 in the Third Sector Excellence Awards for Best Financial Management in the UK.

Overall, our finances are sound. We have doubled our reserves since 2005 from £600k to £1.3m.



Chapter 3

What will we achieve with your social investment?

We are asking donors to invest £9.3m in Anchor House.

What kind of return can they expect on that investment, and how does that return compare with other similar, worthy causes?

We look at the social return on investment in terms of potential savings to society. This figure does not take into account the returns to be gained through transforming individuals' lives, the fulfilment of their potential, and their contribution as active citizens through e.g. paying tax. Such returns are subjective, notoriously difficult to measure, and – in any event – hard to verify whether they can be sustained over time without further investment in monitoring processes, and the willingness of former residents to report back to us on a regular basis over a number of years.

We have therefore chosen to consider our work on an opportunity cost basis – what costs would society need to bear if Anchor House was not around?

Research recently conducted by Oxford Economics⁴ estimated that in 2009 for every £1 invested in Anchor House, we delivered £3.98 of impacts for society. That's a 398% return on investment.

Compared to other SROI (Social Return on Investment) and CBA (Cost Benefit Analysis) studies of homelessness projects in the UK, Anchor House is found to provide a high return to society. In total, Anchor House was estimated to deliver £5,062,000 in gross outcomes for society in 2009/2010.

The most significant benefits are the cost savings from lower crime (£3,221,000), more employment (£388,000) and savings to society from hosting Alcoholics Anonymous (£225,000).

In addition to this, we have also conducted our own research into what the social impacts are expected to be as a direct result of the Home and Hope Appeal.

Our process is as follows:

- We start by taking very modest and highly conservative estimates of what we are able to achieve in one year (based on our track record of success).
- We then look at the costs that society would incur if Anchor House did not intervene successfully. (Where needed, we have taken such costs from named independent studies. Although it is inevitable that not everyone will agree with the methodology used in these studies, and could therefore challenge their conclusions, we stress that we are looking for indicative rather than absolutely definitive costs.)
- Finally, we extrapolate these figures over a 30-year timespan (the timescale for this capital investment). This calculation is based on current figures, and does not take into account further increases in the costs to society. More importantly, it underestimates the total benefits to society, since former residents who find employment not only come off welfare, but also make contributions through taxes paid.

Reducing substance abuse

We have sourced data for our calculations of the costs of substance abuse from the 2008 PricewaterhouseCoopers LLP study (commissioned by the then Department of Health and Ministry of Justice), which calculated that "... the total NPV increment costs of a male lifetime Problem Drug User (PDU) is around £827,000 ..." ⁵.

This figure is made up of:

- Higher health costs (including excess morbidity costs and direct health costs (GP visits, A&E admissions, neonatal problems of babies born with drug withdrawal problems))

We look at the social return on investment in terms of potential savings to society.

For every £1 invested in Anchor House, we delivered £3.98 of impacts for society.

⁴ Oxford Economics March 2011: An SROI analysis of Anchor House

⁵ PricewaterhouseCoopers LLP 2008 – report commissioned for the Department of Health and Ministry of Justice, Appendix 6, p.89.

Summary of high-level, potential financial returns

Outcome	Indicative costs saved per individual	Indicative costs saved over 30 years
Reduction in substance abuse	£500,000 over lifetime of individual	£15m – £30m
Reduction in reoffending	£40k p.a.	£3.6m - £7.2m if alternative was one year in prison £36m - £72m if alternative was 10 years in prison
Getting back into work	£12k p.a.	£14m - £28m
TOTALS		Ranging from £33m - £65m to £65m - £130m

- Excess mortality costs, leading to years of lost earning and tax revenue
- Lost productivity costs, if the PDU cannot work due to time spent either ill or in jail
- The cost to the criminal justice system (arrests, court appearances, custody)
- Social costs of placing the children of PDUs in care
- Intergenerational costs – children of PDUs are likely to have a 6% chance that they will become PDUs themselves.

The same report, however, suggested the following potential cost savings if an intervention took place at a specific stage in an individual's life, and could be sustained over the remaining lifetime:

- 21-year old male - £736,000
- 30-year old male - £560,000

Using the potential savings represented by intervention, we have taken a figure of £500,000 to calculate the benefit to society of successfully helping one person (whether a resident, or a member of the local community who comes to us for assistance) to reduce substance abuse.

Each year, up to half of our residents arrive at Anchor House with alcohol and drug abuse issues. Even if we only succeeded in getting one person clean each year, over 30 years that could potentially amount to future savings to society of $30 \times £500,000 = £15m$.

Reducing re-offending

Approximately 30%-40% of our residents have an offending past (declaration of previous offences is voluntary, not mandatory). A National Audit Office (NAO) report from March 2010, *"Managing offenders on short custodial sentences"*, focuses on short-sentenced prisoners, and states that the re-offending rate (i.e. a conviction for at least one offence in the year after release) is around 60%.⁶

A separate report, by the Ministry of Justice, indicates that the rate of re-offending (resulting in a custodial sentence) among all offenders in the first year after release was 49.4% in Q1 2008 (regardless of length of previous sentence).⁷ The NAO report goes on to say that *"Based on previous work by the Home Office, we estimate that, in 2007-08, re-offending by all recent ex-prisoners cost the economy between £9.5 billion and £13 billion"*.⁸

In other words, reoffending risks are high, and the concomitant cost to society is significant.

The cost of keeping an offender in jail is calculated at a cost of around £45k p.a.⁹ We believe that intervention by Anchor House in actively promoting compliance with court orders, active citizenship and addressing the causes of reoffending can potentially prevent between three and six residents per annum from returning to jail.

That is an indicative cost saving p.a. of £120k to £240k (based on a more conservative cost of per prisoner of £40k p.a.) where the resident may go back to prison for one year, or £1.2m to £2.4m p.a. if the resident would otherwise serve a sentence of 10 years. In the latter case, potential savings could be £36m-£72m over 30 years.

6

"Managing offenders on short custodial sentences", Report by the Comptroller and Auditor General HC 431 Session 2009-2010, 10th March 2010, Summary – page 4

7

"Reoffending of adults: results from the 2008 cohort", published by the Ministry of Justice 18th March 2010 – page 34

8

"Managing offenders on short custodial sentences", Report by the Comptroller and Auditor General HC 431 Session 2009-2010, 10th March 2010, Summary – page 4

9

As quoted in *"Bromley Briefings Prisons Factfile"*, the Prison Reform Trust, December 2010 – page 6

Chapter 3

What will we achieve with
your social investment?**Getting back into work**

We are more ambitious about helping both residents and non-residents back into work. Over the past 12 months to the 31st March 2011, 32 residents were in work either full or part-time.

We believe that, with the improved and expanded training facilities and workshops, we can get between 40 and 80 residents and non-residents back into work each year. This would result in savings in Housing benefit, Job Seeker's Allowance and Supporting People totalling c.£12k p.a. per person – or £480k-£960k overall each year.

Over 30 years, that success rate would amount to £14m-28m.¹⁰

The funding we raise through the Home and Hope Appeal will be invested in the buildings. However, we are aware that the interventions we mention above are achieved through the work of individual members of staff, alongside the residents.

The key is that the refurbished buildings will allow us to reach more people, and move residents on more quickly to sustainable, independent living than we have been able to do before now.

Social impact of investment

The potential savings are significant – even with the conservative success rates we have assumed. We believe that we can achieve higher outcomes.

There is no denying that intelligent and timely investment in intervention programmes leads to longer-term savings. In the case of Anchor House, the returns from this investment will not accrue to the investors in the capital programme, but to our residents and those others in our community whom we help.

But, as an investor, you can be confident that your funds will be invested in a success story, with a focus on demonstrable outcomes with hard, realistic values attached to them. Your investment will be used to improve and extend the training facilities that have enabled us to be successful in the past.

It will also help to leverage further the skills and expertise of our staff, enabling more residents and visitors to benefit – and generating even more successful outcomes.

“ I have done so many training courses! Without Anchor House I don't know where I would have ended up.”
Resident

¹⁰

Or the equivalent of the Supporting People grant, once the procedures around claiming these funds are revised later in 2011



Cameron's story

He is working in his 'ideal job' and certificates 'litter his walls', but for Cameron, a resident of Anchor House, life has not always been like this.

"I was working 24-7 in my own painting and decorating business, working to pay the bills, working to survive, but then one day I fell 25ft off a ladder," said Cameron. "I snapped my AC ligaments in my leg. I couldn't walk and couldn't work."

After losing his rental place he became homeless, staying with friends for a while until finding refuge at Anchor House. "I arrived at Anchor House disabled, I not only had to contend with being homeless but I also faced a long road to recovery," he said.

Cameron says he was embarrassed and moody when he first arrived, he didn't want to be there. "I thought . . . how could this happen to me? I was a self sufficient, independent person," he said. "Then I realized that this place was the best place for me right now and I was grateful for that. The staff and residents made me feel at ease and I pulled myself together and made a conscious choice to turn my life around by undertaking courses and training."

It took Cameron two years before he could walk steadily again, but now he's off and racing. Since being at Anchor House Cameron has completed courses in I.T, manual handling, fork-lift operations, small business and NVQs in English and Maths.

"I feel great, I don't feel angry anymore and I am working at Anchor House helping to give back to the community," Cameron said. "I have a six month contract with the maintenance team and currently I am redecorating St Margaret's Parish Centre next to Anchor House.

Cameron's next big challenge is starting up his own small business in painting and decorating within Anchor House and mentoring other residents.

"Anchor House has helped me to set up my own website and business cards. I actually had a call the other day for a job and it was quite exciting when they told me they found me on Google. I've never been googled before!"

"I discovered that Anchor House was a place full of opportunity, with so much to do and learn. And the support offered by the staff was so great. I felt fortunate to be here."



Jelena's story

It has only been 12 months since Jelena set foot in Anchor House, but already she's pursuing a university degree in psychology and starting up a small business in translation services.

"For me Anchor House has helped to set me free. It has given me a safe environment and the support needed to pursue my dreams," Jelena said.

After separating from her husband following a spate of domestic violence, Jelena arrived at Anchor House feeling confused, scared and bewildered. "After my husband was arrested, the police put me in emergency accommodation in a hotel as there were no vacancies at the women shelters," Jelena said. "I just couldn't believe that after years of marriage and working hard that I would find myself homeless.

"At first I was just happy to be away from my husband, but yes it was very hard and I was emotionally fragile," she said. "But then I discovered that Anchor House was a place full of opportunity, with so much to do and learn. And the support offered by the staff was so great. I felt fortunate to be here."

Originally from Bosnia, Jelena says that Anchor House has helped her to deal with her issues and improve herself through education and volunteering. Currently she is studying psychology and Japanese at the University of East London. With the help of Anchor House she is also setting up a small translation business called 'Best Interpretations', providing oral translation and simultaneous interpretation from Serbian/Croatian to English for all kinds of companies and business meetings.

A strong advocate for community giving and animal rights, Jelena regularly volunteers at the Battersea Dog and Cat Home and The Hub, a community centre in Canning Town. "For me volunteering has been a great way to meet new people who are positive and passionate about what they do," Jelena said.

Jelena is also honing her gardening skills – taking ownership of a plot near Anchor House as part of the London Borough of Newham's Grow project. "I am growing tomatoes, peppers and flowers. There is a competition coming up and the Mayor will be presenting awards so I have been busy making sure my plot is perfect. I am sure I will win as I am the only one growing flowers," said Jelena. "I am actually looking forward mostly to getting back into the kitchen and doing some healthy cooking. I miss my cooking."

"For me volunteering has been a great way to meet new people who are positive and passionate about what they do."

Chapter 4

Why will we succeed?

What has made Anchor House successful?

First and foremost, we care about our residents. We know that becoming homeless is frighteningly easier than many people would believe – and yet returning to independent living is frighteningly more difficult than we can imagine.

We have faith in our residents, and believe in their potential (even if often they do not see this potential themselves). We trust them when they tell us that they want to turn their lives around. Our ambitions for them are high – we expect them to succeed.

We respect our residents, and their right to be treated fairly and without prejudice by society. Our focus is on achievement, personal development, and a transformation that can be sustained long-term.

This positive, ambitious culture is reflected in our terminology and job descriptions. We have abandoned the usual vocabulary around “support” and “support worker”, since such words suggest an ongoing dependency on Anchor House.

The ultimate goal for our residents is independent living – and, to achieve that goal, they must demonstrate that they can survive on their own.

We believe that the earlier in the process that they accept that their success is – in large part – their responsibility, the sooner they are likely to achieve it.

Finally, our ethos is about finding sustainable solutions for our residents. Our aim is to help our residents tackle and overcome life’s barriers and obstacles so that they can regain a sense of confidence and self-worth en-route back into full-time employment and independent living.

Our residents

The aspirations we have for our residents are high – we do not buy into the “soft intolerance of low expectations”.¹¹ Anchor House is not a “soft touch”.

Coming here means that a resident is committed to taking action to move permanently into independent living. This involves taking part in the Aspirations Programme, identifying the obstacles that are holding them back, and then working to overcome these obstacles. Non-involvement in the Programme is not an option for residents.

In 2010 we introduced a policy whereby new residents are presented upon their arrival with an immediate notice to quit. This encourages and tests their motivation to change by giving them 28 days notice to leave unless they take part in the Aspirations Programme and demonstrate their willingness to progress during their time here. In the last twelve months, we have only asked one resident to leave because he failed to engage with us.

The notice to quit on day one is a shock to many – observers, visitors as well as residents. But we are in the business of turning lives around. And we can only do that with the co-operation of our residents.

Clearly, there are many homeless people whom we cannot help. As we are not the appropriate agency to deal with some residents who have severe mental health or substance abuse issues (i.e. 25 years on drugs, dementia setting in, psychopathic behaviour) we work with other agencies specialised in the treatment of these conditions.

We have faith in our residents, and believe in their potential (even if often they do not see this potential themselves).

“I am now working full-time in a job I love, and it is all because of Anchor House.”
Resident

¹¹
Attributed to former White House speech-writer, Michael Gerson

Chapter 4

Why will we succeed?



We select our residents without distinction as to race, ethnic background or creed. Our residents do not come straight off the street, but are referred to us by other agencies (e.g. the local authority, the Probationary service, other homeless agencies, and so on).

So another element of our success is the ability to help residents who want to turn their lives around based on the resources we have available. Those who come to us with a driving passion for change and are prepared to turn their lives around, we welcome with open arms. Because without that drive and ambition, their journey towards living a fulfilled and independent life will not be long term. And the more people we help to succeed - the more people we can welcome into Anchor House.

Finally, our residents have to abide by the Anchor House culture and behaviours. Alcohol is banned, swearing is discouraged, and respect for others (visitors, staff and other residents) is expected.

We have provided a future life for women who have been raped and abused, including one resident who was held as a sex slave for four years.

Our people

Staff and volunteers fully subscribe to the ethos of Anchor House – respect for others, ambition for our residents, and commitment to success. The apparently relaxed ambience in Anchor House belies the passion, professionalism and dedication of the lifestyle architects who source the development opportunities for our residents, and who also provide guidance on sorting out debt, getting a health check, receiving welfare payments, and so on.

The lifestyle architects also identify volunteering opportunities, liaise with outside agencies, deliver training, and provide access to art, music and sports activities.

Today we have a number of former residents among our staff and volunteers. The roles vary according to the abilities and aspirations of the volunteers – from cleaning, to receiving visitors, to providing IT support. Existing staff train the volunteers, deepening the talent pool available to us, and broadening the opportunities available to volunteers when they leave Anchor House.

Our most notable success is Aggrie Chikiwa, who lost his job through an injury, and then his home. After having been a resident at Anchor House for about three years to 2009, today he is Head of Education and Training (having taught for many years when he was younger). In December 2010, Aggrie beat competition from the rest of the country – from across the private, public and third sectors – to win “Best Individual Trainer” at the National Training Awards (delivered by the Skills Funding Agency, part of the Department for Business, Innovation & Skills (BIS)).

Staff and volunteers fully subscribe to the ethos of Anchor House – respect for others, ambition for our residents, and commitment to success.

“I escaped an abusive marriage and become homeless, but today I feel safe and supported at Anchor House.”
Resident



Our leadership team

Monsignor John Armitage

Chairman of Anchor House's Committee of Management and Vicar General of Brentwood Diocese. Born and bred in Newham, Monsignor John is also Chair of the Catholic 2012 Committee and has helped to create the Pope John Paul II Foundation for Sport.

He is an ordained priest of 32 years and chaplain to many organisations, including Youth 2000, UK Vocations Group and the Brentwood Catholic Children's Society. Monsignor John's leadership has been crucial in building Anchor House into an award winning centre focused on respect, affirmation, encouragement and opportunities for people to rebuild their lives.

Keith Fernet

The Director of Anchor House, Keith Fernet, joined Anchor House at the end of 2004, when the Trustees realised that new leadership was needed. His background is in public sector housing/ building services, and project management, and he has held senior consultancy roles in the UK and USA. He is a trained economist and town planner, with extensive experience of the housing world. He has held numerous Directorships and senior positions within the public sector, and is a specialist in leadership, corporate governance, and performance and change management.

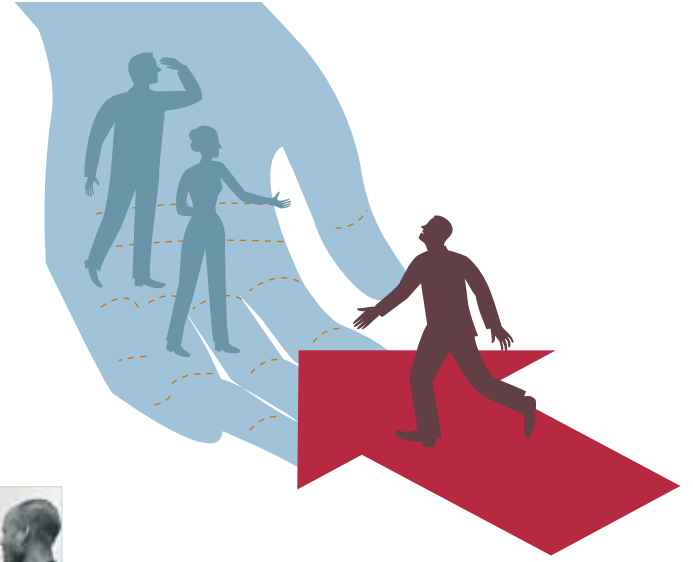
It is his breadth of expertise in change management that has revitalised Anchor House, and transformed it from its dilapidated state. Keith started with a blank sheet of paper, and a new vision for Anchor House. Over the last six years his energy, boldness and absolute commitment to the plight of homeless people has made Anchor House a byword for best practice in the third sector, and an example of how the modern charity should operate.

Keith has assumed the role of Project Manager for the building works – a role with which he is very familiar. He understands large-scale construction, the risks involved, and the need for quality assurance, careful financial management and robust cost control. He is a seasoned negotiator, with the highest professional standards.

Keith has built a leadership team of qualified, credible professionals – combining private and public sector experience. They have strong track records in their previous roles, and share a dedication to helping the residents of Anchor House.

Chapter 4

Why will we succeed?

**Derek Pitt**

Derek is the Deputy Director and Financial Officer of Anchor House, and has been here for 10 years. Previously he ran his own Independent Financial Advisory business for 20 years. Derek takes a lead role in the finance, risk management and facilities management aspects of Anchor House.

Linda Maytum-Wilson

Linda is Anchor House's Criminal Justice Co-ordinator, responsible for developing partnerships, practices and protocols with stakeholders to support resident ex-offenders in their journey to active and responsible citizenship. She is a solicitor and has spent seven years as a partner in a leading regional law firm. She joined Anchor House in April 2010 from the London Criminal Justice Partnership where she led on the establishment of the Newham Community Justice Court.

Guy Insull

Guy is the Appeal Director, and responsible for raising the remaining £9.3m required to meet the £15.3m target. He has been with Anchor House for two years and leads the Fundraising and Marketing team. He has strong experience in corporate business, having previously worked as a Director at Mars Inc.

Mark Whiteley

Mark is the Community Engagement Manager at Anchor House. He is responsible for managing and ensuring the up-take of volunteering opportunities for our residents. He has been here for six years and is responsible for managing St Marks Community Centre in Beckton, which houses a range of volunteer organisations. Mark is also Chair of the Newham Health Links Watchdog.

Vicki Faulkner

Vicki joined Anchor House as the Customer Services Manager in May 2008. Heading up a team of 12, Vicki is responsible for ensuring a smooth running of Front of House services to residents and external users.

Chapter 5

What are the risks, and how will they be mitigated?

Project management

As indicated previously (see page 11), we have a successful track record in managing large-scale and complex projects – on time and on-budget. We will apply the same rigour and discipline to Phases 3 and 4 – through the project management expertise of the Director of Anchor House; regular (quarterly) financial reporting; robust contracts with service providers; independent quality assurance and oversight; and governance.

Funding risks

- Falling short of target – given that we will not commence Phases 3 and 4 before we have secured the necessary funding, a shortfall will simply mean a delay in starting the works.
- Government austerity measures – we have a strong track record in running a commercial operation. We have a low cost base compared to others competing for funds in the marketplace.

Organisational failure

- Revenue streams no longer available – we have built up reserves of £1.3m, which would meet our running costs for nine months.
- Day-to-day cost control and financial management – we are rigorous and robust in our financial management.

Succession planning

- Who is qualified to take on key operational responsibility? In the absence of Keith Fernet, the senior management team is sufficiently experienced and involved in day-to-day operational decisions to be able to preserve continuity.

We have developed a management group of capability and experience at Anchor House. In the event that Keith is unavailable to manage Anchor House's key operations:

- Deputy Director Derek Pitt would resume the role of Director;
- Personal Development Co-ordinator Eve O'Keefe and Head of Education and Training Aggrie Chikiwa would undertake the lead roles in our Personal Development Team and;
- Appeal Director Guy Insull would take Leadership of Fundraising and Marketing.

We have a successful track record in managing large-scale and complex projects – on time and on-budget.



Chapter 5

What are the risks, and how will they be mitigated?



Summary

Nature of risk	Mitigation	Impact and probability
Project management Overrunning timelines Overrunning costs Quality Assurance	Successful track record Successful track record Successful track record	Med impact/Low probability Med impact/Low probability High impact/Low probability
Funding Falling short of capital target Government austerity	Building work will not proceed Low cost base enhances tendering opportunities	High impact/Low probability High impact/Low probability
Organisational Failure Revenue streams blocked Day-to-day cost control	Reserves of £1.3m Rigorous and robust financial management, audit reports	High impact/Low probability Med impact/Low probability
Succession planning Operational responsibility	Experienced and involved senior management team	High impact/Low probability

Chapter 6

How will we report back to investors and supporters?

All of our updated data is captured and disseminated to our supporters via their preferred reporting mechanisms.

This is usually through a written letter, which provides recent updates on outcomes and milestones achieved, along with any variances in the development plan and why these had to be made.

Updates are provided through a half-yearly newsletter and full analysis reports are distributed annually.

We also welcome scheduled visits to Anchor House. That way our supporters can see first-hand the impact Anchor House is having on reducing homelessness in London.



Appendices

APPENDIX I

The need – understanding homelessness and its causes

1. Understanding homelessness

(Keith Fernet, Director, Anchor House)

Rough sleeping is the most extreme, visible and damaging form of homelessness. It is also what the public often think of when they think about homelessness. However, homelessness means much more than not having a roof over your head. UK homelessness legislation includes a definition of homelessness that is used by local authorities as part of the assessment of whether they have a duty towards the person applying.

You should be considered homeless¹² if:

- you have no home in the UK or anywhere else in the world
- you have no home where you can live together with your immediate family
- you can only stay where you are on a very temporary basis
- you do not have permission to live where you are
- you have been locked out of home and you are not allowed back

The current system for protecting people from homelessness builds on legislation first passed by Parliament in 1977 and now enshrined in the 1996 Housing Act and the 2002 Homelessness Act.

This legislation places certain duties on local authorities to provide settled accommodation to homeless households, who are in priority need and not intentionally homeless. The priority need categories include families with children, some categories of young people, and other people who are considered to be vulnerable due to, for example, a mental health condition.

Under this system people who believe that they are homeless, or threatened with homelessness, can go to their local authority and make an application under the act. *However, every year tens of thousands of individuals are found to be homeless by their local authority but, as they are not 'in priority need', they are only entitled to 'advice and assistance.'* In reality, most get little more than a list of local hostels or landlords. If there is no hostel in their area they may have to move to another city to avoid sleeping rough.

A further anomaly with the system is that people may be found to be in priority need because they are vulnerable, but this does not necessarily mean that they will get any support to address their vulnerability.

As a result, vulnerable single people end up in temporary accommodation with no support.

2. The causes of homelessness

Today there is a severe shortage of affordable housing. While there are regional variations, there are areas across the country, rural and urban, where people are finding it increasingly difficult to afford a home that meets their needs.

The massive backlog of need is reflected in rising house prices and rents, record waiting lists for social housing and the numbers living in temporary accommodation or overcrowded conditions.

The Government has accepted the need to tackle this problem and has promised a “step change” in housing supply as part of its sustainable communities plan.

However, the shortage of housing is only part of the problem. Indeed, issues such as empty homes and growing levels of ownership of second homes show that the issue is as much about access to accommodation as it is one of supply. Homelessness will continue to occur even where there is sufficient housing unless other issues of access are addressed.

Causes of homelessness tend to be mutually reinforcing, with personal vulnerabilities interacting with structural issues. For example, someone with poor mental health may be less likely to cope with becoming unemployed, which may lead to debt problems and homelessness.

It is this complexity that often makes homelessness more difficult to resolve, not least because many public services are organised to help with one problem at a time and fail to help people with multiple needs.

¹²

Homelessness Act, 2002

3. Examples of multiple needs

Many homeless or ex-homeless people with multiple needs will often present with three or more of the following, and will not be in effective contact with the relevant support services:

- mental health problems
- misuse of various substances
- violent or anti-social behaviour
- borderline learning difficulties
- disability and physical health problems
- poor education
- worklessness over two generations in a family
- unemployment

If one were to be resolved, the others could still provide a barrier to independence.

APPENDIX II Homelessness in Newham

Newham has a population of c. 270,000¹³ people. It sits in the heart of the East End of London and has long been associated with high levels of deprivation¹⁴. The London Borough of Newham is at the wrong end of every indicator including health, homelessness and work:

- Newham is the third most deprived borough in the country and levels of deprivation are worsening.
- It is ranked third in the country for income deprivation affecting children and second in the country for income deprivation affecting older people.
- It has one of the highest rates of child poverty and teenage pregnancy in London.
- Anchor House is located in the poorest ward in Newham.

The combination of a large transient population and poor housing conditions has placed great strains on the local housing market and this is exacerbated by the following socio-economic factors:

- During 2009-10, Newham had over 36,000 households on the Housing Register (applying for a place in social housing) and around 3,500 households in temporary accommodation.
- Private sector housing stock in Newham is amongst the worst in London. This is because rent in the area is too low and landlords do not regard renting their properties as a viable income stream.
- Skills shortages are a major problem and significantly higher than across London as a whole.
- In 2009, 19.1% of people in Newham aged 16-64 had no qualifications. Only 24.2% were qualified to NVQ level 4 or above. This compares to London averages of 11.8% with no qualification and 39.7% at NVQ level 4 and above.
- In May 2010, 21.3% of Newham residents of working age were claiming key out-of-work benefits compared with an average of 14.4% across London and 14.7% nationally.

¹³

"Our Plan for treating everyone equally, 2011-2014", London Borough of Newham, November 2010

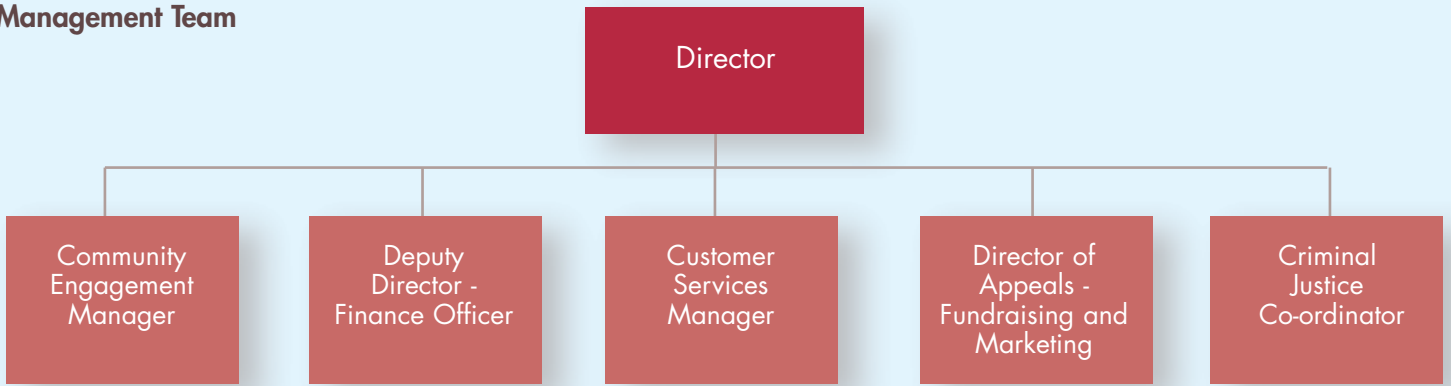
¹⁴

"London's Poverty Profile", Trust for London and the New Policy Institute, October 2010.

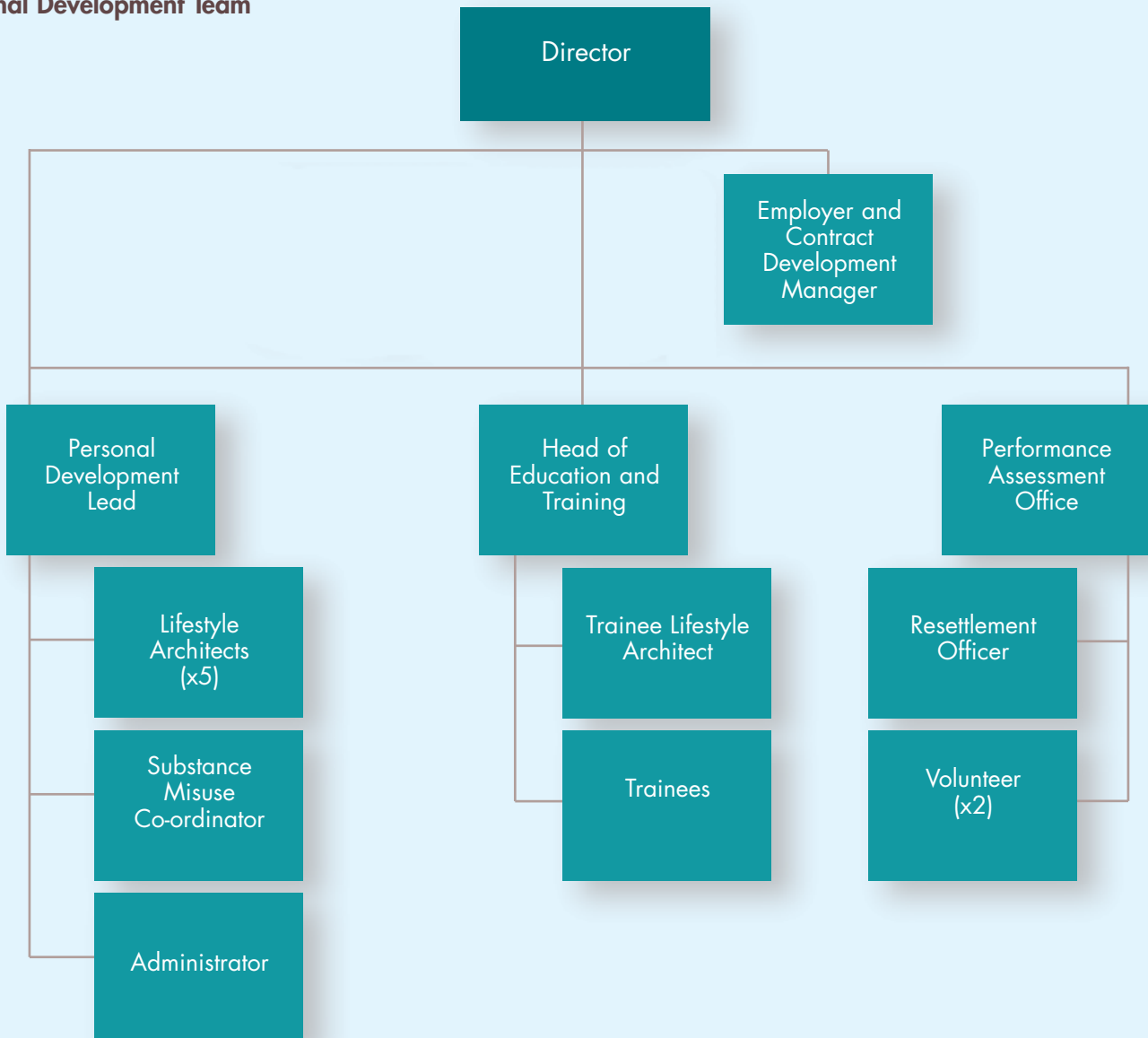
Appendices

APPENDIX III

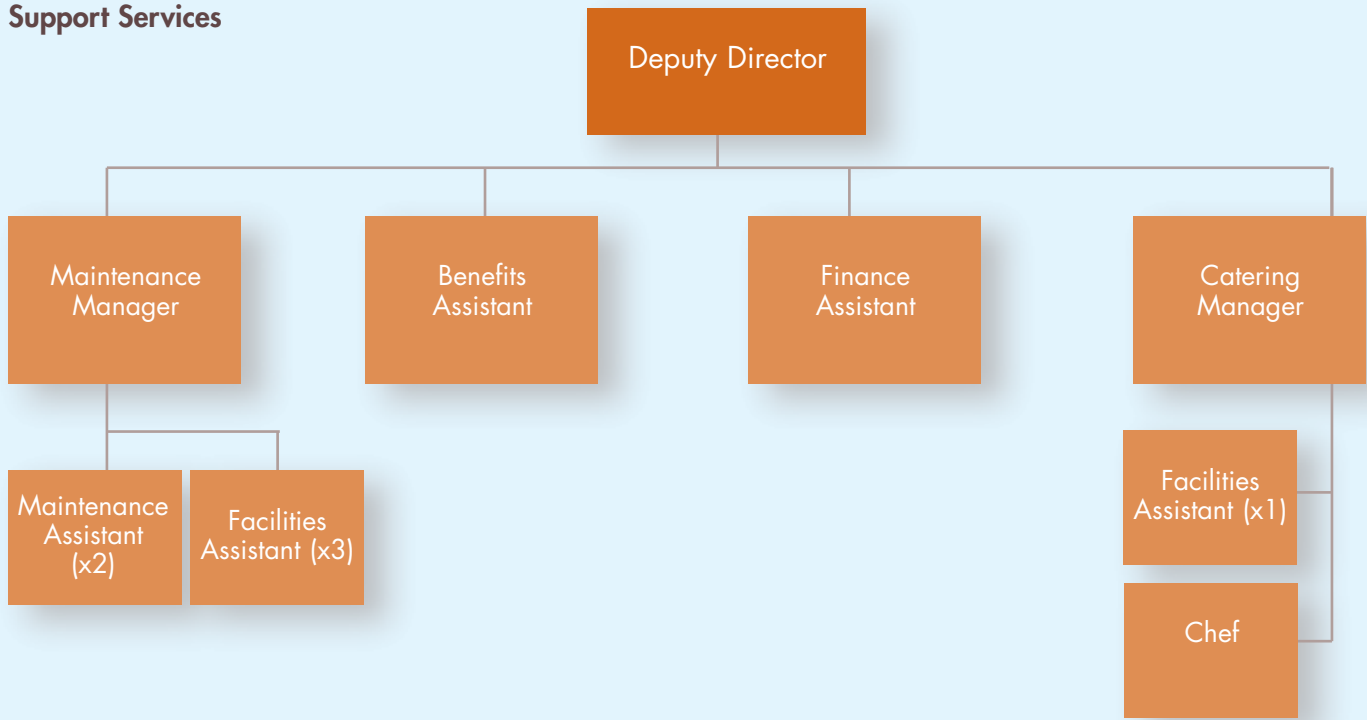
Management Team



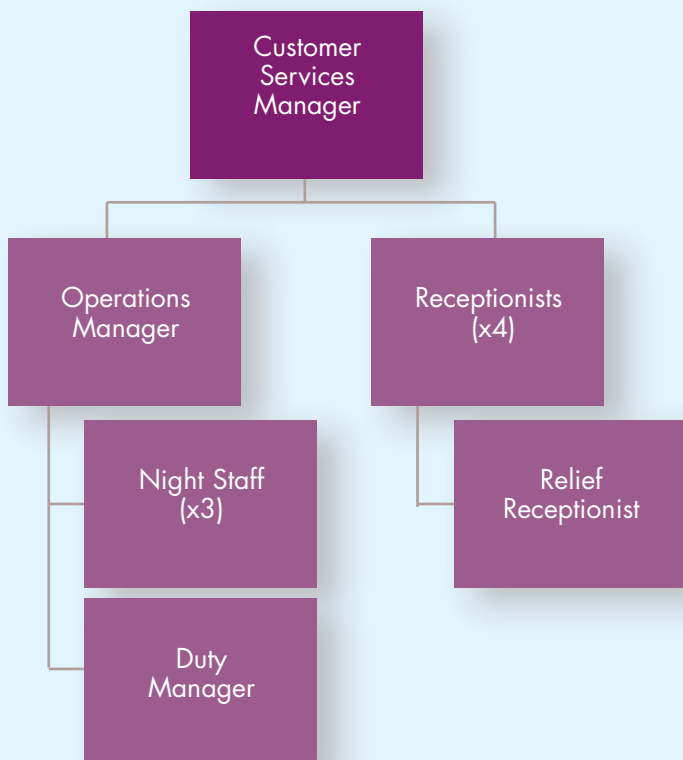
Personal Development Team



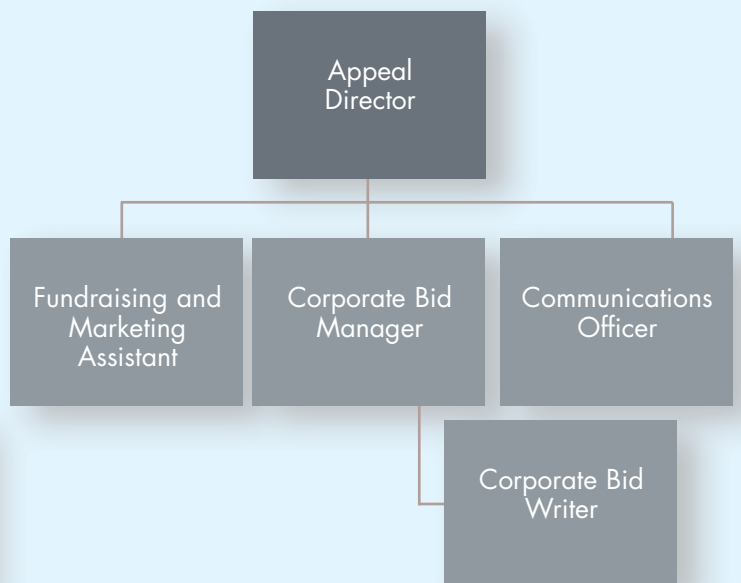
Support Services



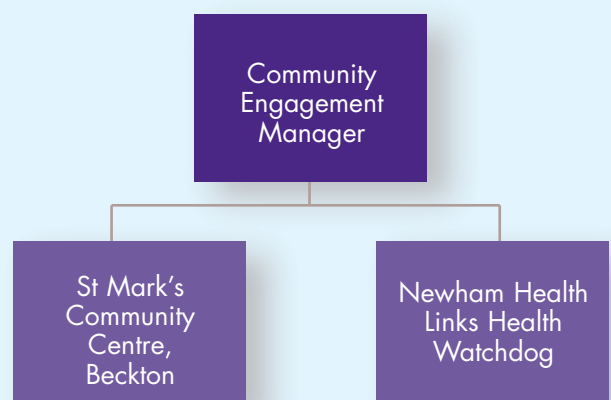
Customer Services Team (24hr service)



Fundraising and Marketing Team



Community Engagement



Appendices

APPENDIX IV

Trustees and Partners

Trustees

- The Archbishop of Southwark
- The Archbishop of Westminster
- The Bishop of Brentwood

Committee of Management

- Monsignor John Armitage (Chairman)
- James Donovan, divisional fire officer and risk assessment specialist
- Arinola Edah, housing official
- Sister Theresa Anne Hughes
- John Lowe, housing and social care specialist
- Bob Townsend, retired bank manager

Partners

- Access to Music
- Alcoholics Anonymous
- The Bernard Sunley Charitable Trust, Funding partner
- Building Crafts College, Construction training provider
- Cardboard Citizen, Drama and Samba classes
- Cocaine Anonymous
- Community Links, Benefits and Rights advice
- Criminal Justice Intervention Team, Liaison with all agencies
- Crime Reduction
- Dr Knell, Supporting partner
- East London NHS, provider of health surgery and liaison with TB and Dental Screening
- Fareshare
- Foundation 66, Drug and Alcohol referrals
- Galliford Try Plc.
- Healthy Options Team – Newham

- The Holbeck Trust, Funding partner
- Investec Bank, Funding partner
- Job Centre Plus, Onsite job brokerage services
- Joseph Strong Frazer Trust, Funding partner
- Learning Disabilities
- Learning and Skills Solutions
- London Borough of Newham
- London Probation Trust, Liaison on referrals
- London Wildlife Foundation
- Metropolitan Police
- Narcotics Anonymous
- Newham Community College, Provider of educational courses
- Newham Community Drugs Team
- Newham PCT
- Newham Health Links Health Watchdog
- Newham Substance Misuse Team, Drugs awareness training
- Oak Foundation, Funding partner
- The Parishes of Brentwood Diocese
- The Porticus Trust, Funding partner
- P & S Properties
- Powerleague
- Prison Service, Liaison on referrals including visits to prisons and by prisoners
- Quaker Social Action Homestore
- Sainsbury's (Monument Trust), Funding partner
- The St. John Southworth Fund of the Diocese of Westminster, Funding partner
- St Mark's Community Centre, Beckton
- Walker Management
- The Worship Company of Cutlers, Funding partner
- The Worshipful Company of Gold and Silver Wyre Drawers, Funding partner
- The Worshipful Company of Basketmakers' Charitable Trust, Funding partner
- Westfields Stratford City

	2010	2009	2008	2007
Incoming Resources				
Income from charitable activities:				
Anchor House	1,546,423	1,675,112	1,389,378	1,030,574
Incoming resources from generated funds:				
Investment income	43,170	78,628	132,585	88,993
Rent receivable	28,242	28,242	28,242	35,785
Voluntary income	41,925	32,670	35,677	73,265
Capital grants	550,000	470,294	1,450,000	
Other income:				
Gain on disposal		2,000	42,793	
Gain on disposal of land				2,511,730
Total Incoming Resources	2,209,760	2,286,946	3,078,675	3,740,347
Resources Expended Charitable activities:				
Anchor House	1,905,025	1,692,001	1,410,268	1,200,263
Governance costs	26,676	37,495	27,513	18,920
Total Resources Expended	1,931,701	1,729,496	1,437,781	1,219,183
Net incoming resources before other recognised gains and losses				
Transfers between funds	278,059	557,450	1,640,894	2,521,164
Other recognised gains and losses:				
Unrealised loss/gain on investments	31,728	-56,692	-3,298	-19,597
Net Movement in Funds	309,787	500,758	1,637,596	2,501,567
Total Funds Brought Forward	6,697,293	6,196,535	4,558,939	2,057,372
Total Funds Carried Forward	7,007,080	6,697,293	6,196,535	4,558,939
Balance Sheet as at 31st December				
Fixed Assets				
Tangible fixed assets	5,419,136	4,036,020	3,557,618	3,362,230
Investments at market value	1,336,084	2,055,422	2,061,048	1,175,615
	6,755,220	6,091,442	5,618,666	4,537,845
Current Assets				
Stocks	21,300	19,628	15,966	11,853
Debtors	170,644	185,422	361,519	369,855
Cash at bank and on deposit	142,364	598,754	351,834	1,012,692
	334,308	803,804	729,319	1,394,400
Creditors : amounts falling due within one year	-82,448	-197,953	-151,450	-1,373,306
Net Current Assets	251,860	605,851	577,869	21,094
Net Assets	7,007,080	6,697,293	6,196,535	4,558,939
Represented By				
Unrestricted funds				
General	539,208	1,536,160	1,663,804	3,633,826
Designated	6,359,136	5,061,133	4,532,731	925,113
Restricted funds	108,736	100,000	0	
	7,007,080	6,697,293	6,196,535	4,558,939

Appendices

APPENDIX VI

Awards won by Anchor House

Michael Whippman Award for Innovation in Homelessness

- 2009 Award for **Innovation in the Homeless Sector** runner up for use of digital media
- 2008 Award for **Innovation in Community Involvement** for a resident. Involvement included organising a street cleaning initiative with Police and Local Authority; establishing a Healthy Living Fun Day; developing basic skills, employment skills and citizenship courses for Anchor House and local residents; participating in regeneration projects and raising awareness locally of the 2012 Olympic Games
- 2006 Inaugural Award for innovation in service user involvement for its Residents' Involvement model

Business Awards

- 2009 **Thames Gateway Business Awards:** Highly Commended in two categories: **Best Use of Technology and Diversity in Business** categories. Also shortlisted for the Community Award category
- 2009 Two residents jointly won the **City and East London Employment Partnership Award for 'Outstanding Individual Back to Work'**, the awards were presented by the minister for Transport Minister Jim Fitzpatrick MP on 8 May at a ceremony in the Docklands
- 2009 **Healthy Options - Well London Award** for Healthy Cooking Methods
- 2009 Winner in the **Charity Times Award for Best Use of Technology**
- 2009 Runner up in the **Third Sector Excellence Awards for Financial Management**
- 2008 **Thames Gateway Business Awards Commendation for Outstanding Young Person** Commendation for Diversity in the Community
- 2007 **National Apprentice of the Year** - Nishard Jones (former resident)
- 2007 Awarded contract to provide financial and management services to a failing charity that has been turned round using Anchor House systems and techniques
- 2009 **Commended in the Thames Gateway Business Awards Outstanding Young Person Category** (formerly the Apprentice of the Year in 2007)
Thames Gateway Business Awards - Commended in the Diversity in Business Category

Public Sector Awards

- 2010 **Charity Times Awards:** Director, Keith Fernett, was Runner up and Highly Commended in the Charity Principal of the Year category
- 2010 **NHS Award** for improving health in Newham
- 2009 **Places of Change** - award for educational video and staff development
- 2008/
2011 **Places of Change** - award of £2.5 million under the Department of Communities and Local Government innovation in homelessness programme: Building Related
- 2007 **Access to Excellence** - award of £1 million award under the Government sponsored regeneration grant scheme for Canning Town area: Building Related

Education and Training Awards

- 2010 **National Training Award (UK Skills) for Best Individual Trainer** awarded to Aggie Chikiwa, our Head of Training and Education – National Winner
- 2010 **National Training Award (UK Skills) for Service Delivery**, National winner
- 2010 **National Training Award for Service (UK Skills) Delivery**, Regional winner (Greater London)
- 2010 **National Training Award (UK Skills) for Inspiration in Training and Education**, Aggie Chikiwa, our Head of Training and Education – National Winner
- 2010 **National Training Award (UK Skills) for Inspiration in Training and Education**, Aggie Chikiwa, our Head of Training and Education – Regional Winner (Greater London)

In addition to these awards, Anchor House has also received high praise for its first phase of development and is already being recognised by Government as a National Centre of Good Practice.

Appendices

APPENDIX VII

Frequently Asked Questions

1. What is Anchor House?

Anchor House is a residential/life skills centre in East London. The centre supports up to 180 single homeless people year. It addresses the root causes of homelessness and unemployment through training, education and personal rehabilitation. Anchor House is owned by its charity - The London Inter-Diocesan Apostleship of the Sea (Charity No. 253669).

2. What is your relationship to the Church?

Anchor House's constitution is modelled on a modern social welfare charity, but still retains its Christian values for alleviating poverty and suffering. However, residents are selected without distinction as to race, ethnic background or creed.

3. What type of referrals do you take?

We accept adults, both men and women aged 20 or over. Many have problems including drug or alcohol problems. Others are extremely vulnerable for other reasons and need to work on their issues until they are ready to accept help and move on.

4. Where do they come from?

Some 95% of our referrals come from Newham with the remainder from surrounding boroughs. Referring agencies include Housing Services, Probation and Prisons.

5. Why are there not more women?

Traditionally, Anchor House was a male environment for seafarers. Today the majority of referrals for hostel accommodation are for men. This is because single homeless women have more options on referral if they have children, which gives them statutory rights to housing; or they might need to live in a non-male environment for a while.

6. How long do residents stay with you?

We give licences for six months, capable of renewal. The majority of residents stay for 12-15 months, but this is dependent upon exceptional need for rehabilitation, which can be up to four years.

7. Is there a maximum stay?

No – individuals can take as long as they need to ensure that they are ready to move on with minimal risk of returning to the streets.

8. Why do you need charitable funding?

Charitable funding ensures Anchor House retains its independence to challenge government policy and campaign for more intelligent funding for housing services for vulnerable adults.

9. How do I know my money will be well spent?

Anchor House is a registered charity and has to meet rigorous audit requirements. Its accounts are a public record, and the Board of Trustees have a legal duty to spend charitable funds prudently and according to donors' wishes, where these are explicit.

10. What happens to your unrestricted reserves?

Unrestricted reserves is used to make provision for unforeseen circumstances, such as the loss of a major funder or income stream. It also serves as an investment reserve to help generate income, or fund new projects or initiatives. The trustees have to report annually on their reserves policy under charity accounting rules.

11. What do residents do during the day?

The Aspirations Programme provides a range of developmental activities to help our residents improve their physical and mental health, learn to look after themselves, study new skills essential for independence and wellbeing, become involved in training programmes, engage in developing job skills to improve employability, etc.. Over 95% of residents are involved in some form of positive activity.

12. Do they have a choice of activities?

Yes – each person will develop their own plan of action with staff support. This will include a programme of volunteering, training, education, health and nutrition and recreational activities.

13. Why do people find it so hard to break out of homelessness?

People usually become homeless as a result of something going fundamentally wrong in their lives. They have often lost much more than a home, feel isolated and depressed, and have very low self-esteem and little self-confidence. They may also be in denial about their ability to cope, particularly if they have acquired a drug or alcohol problem. Due to prejudice and stigma attached to homelessness, people find it very difficult to get a job or find a tenancy. They may have lost their papers to prove their identity, have poor credit ratings, no bank account and no references. There is also a well-known "benefits trap" which makes it very hard to progress from benefits to fully paid employment, given that the first jobs they secure are likely to be part-time, and/or very poorly paid.

14. What are you doing that is different from other homeless charities?

We actively strive to move people on and into paid employment with their own tenancies. We do this through the Aspirations Programme, which we developed in consultation with our residents. As part of this process we foster a spirit of respect and responsibility, and encourage residents to help and mentor each other. We also offer employment and volunteering opportunities within Anchor House, which promotes self-esteem, skills development and confidence. We provide facilities for external work-based training providers, who offer training and qualifications in construction, catering and customer services. We monitor and evaluate all our activities in a continual quest for improvement.



“ Anchor House is truly unique, it has given me back my life.”

Resident





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“ Anchor House is the antidote
to “compassion fatigue.” ”

Jeremy Paxman