

# 999 Club

## Annual review 2015



Making change count  
for homeless people



## 999 Club

### Annual review 2015

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## Introduction from the Chief Executive

I am pleased to introduce this annual review for what has been yet another busy year.

### Our core vision is simple:

- We work with, and for, homeless people who are ready to make a change in their lives.
- We actively engage them in telling us what works and what is helpful.
- We believe every individual has something they can achieve...
- ...But in order to achieve that something, they need not just a roof over their head, but rich social networks.
- We believe change comes only in small steps – and added together those small steps become big steps.

**To put that into practice has required change and focus.** Our strategy is to give more intensive support to a smaller number of people. We are a few months into a new three year business plan. We have created a Homeless Support Team. We have impressive staff; professional, resilient and committed. We have begun to develop a programme to improve our clients' well-being and, more particularly, employability and skills. This is the best way to help people overcome the issues that led to their homelessness – and empower them to live independent lives.

**In 2016 we will build on this solid foundation.** The core of this will be refining the conversation we have with people who use our services, to make clear what we can offer them, and what in turn needs to come from them. In the words of a fellow chief executive, we can help with 49% – but 51% has to come from the person themselves. We will add an Employment Advice & Support Worker to our team to offer a more focused employment service. We will bring in key-working for some of the people who come to us, to ensure they are fully supported on their journey to independent living.

To achieve this, our service will continue to evolve. We are determined to provide those who come to us with a professional service.



Peter Wood  
Chief Executive



## Chairman on governance

### One of the areas where we have made great strides this year is governance.

It has not been an easy year for the 160,000 charities in the UK. From Oxfam to the smallest charity, the sector has been under fire. This makes governance a challenge. We continue to make every effort to address all challenges – not just those highlighted by the scandals that have beset the sector this year.

- We maintain a constructive and frank equilibrium in the relationship between our trustees and our executive.
- We have a diverse, skill-based board that does not avoid difficult issues, questions and decisions. It is aware of its fiduciary duties and holds the executive to account.
- Our employees are not paid excessively, with our Chief Executive paid significantly less than three times our lowest paid employee.
- We have policies in place that preclude aggressive fundraising tactics.
- We have a robust reserves policy.

There are always more challenges and we keep working to improve our governance. We are establishing trustee and executive teams to oversee fundraising and nominations. Our executive committee meets every three weeks. Mike Frankl, our Treasurer, closely monitors all things financial.

I hope this reassures you that the 999 Club takes its governance responsibilities very seriously.

To conclude I would like to extend very warm thanks to our Patron, Lord David Ramsbotham; to my fellow trustees; all employees; volunteers and donors, without whom we simply cannot do what we do.



Jeremy Withers Green  
Chairman





# Highlights

7 September, 2015.  
The day we began to offer vital additional activities and services to better support those without homes and those who are in danger of losing their homes.

From that day on, we were no longer a 'drop in' but a 'gateway' giving access to these crucial services.

## Our 2015 highlights

In 2015 each day over 70 people came to our Centre.



### March

Our Winter Night Shelter closed after a hugely successful season: we moved 36% of our 77 guests into accommodation

### April

We ran a voter registration campaign – “Your Vote Matter” – for homeless people. Candidates in the election came to talk to service users

### May

We installed Homeless Link’s InForm database in order to improve our data collection

### June

Richard, normally a quiet guy, can’t stop talking after taking part in our cycle proficiency and Bike Freedom sessions

### July

We appointed Dr Louisa Snow as Homeless Support Team Manager



### September

We re-launched our services – focussing our support more intensively on people who want to make changes in their lives



### September

We appointed Zisca Burton as our Learning & Activities Coordinator and started a pilot Learning & Activities programme



### October

New website launched

### December

The Winter Night Shelter opened for our 2015/16 season



## Who we've reached

In four months, from the re-launch of our services in September 2015 to December 2015:

448

people came into our Gateway Centre

### Skills

45

took part in Learning & Activities sessions to improve their basic skills and employability

16

people achieved a nationally recognised qualification

2

entered employment

### Health & well-being

33

took part in cultural and physical activities to improve health, self esteem and self expression

62

people attended health & well-being clinics held in our centre, run by visiting agencies

5

three registered with a doctor and two entered detox

### Housing

132

accessed our Advice & Support services

23

people were found permanent housing

16

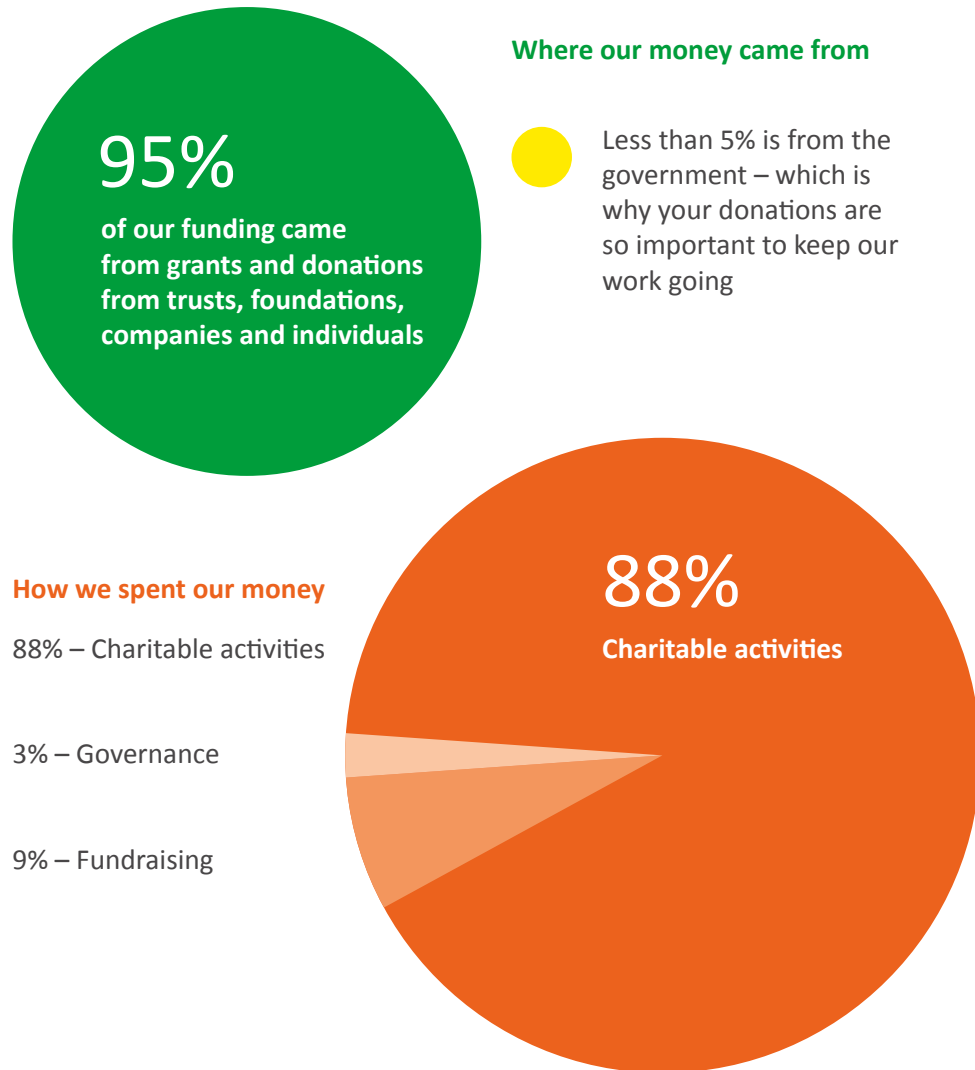
were moved from the streets into temporary accommodation

12

evictions were prevented

## Finances

During our financial year September 2014 – August 2015 our income was £541,800. Of this, we spent £498,000 on direct charitable activities supporting homeless people and those in danger of becoming homeless.



For more detailed financial information please go to [www.999club.org](http://www.999club.org) to see our full trustee report and consolidated financial statements for the 999 Club and Lady Florence Institute.

## Stewart's story

*I know there is more I can do with my life now. I feel hopeful.*

About two years ago I was living in Forest Hill, working for Thames Water. I'd been there over 10 years. My landlord got ill; he had to sell his house and go into a care home.

I got a new place for three months and started contract work, but it wasn't enough to pay the rent. I left and stayed in a tent, and then in temporary accommodation. I tried to get help from the council but couldn't, because there were so many people on the housing list. I ended up at the 999 Club's Winter Night Shelter through a referral from Lewisham Council.

I have problems with my feet as I'm always walking. I had oedema in my legs towards the end of 2015 and ended up in hospital. I've been waiting for my GP to say how bad my legs are and then I may be able to get emergency housing. I've always been self-sufficient so I want to get back to work and pay for a place for myself.

The 999 Club has made life easier for me. It's taken a lot of the pressure off, even with simple things like washing my clothes. Also having someone to talk to, someone who will listen, has really helped. Especially since it's people who know the system.

I'm doing art classes here. I drew a church last week – I was proud of that pastel drawing. If you can capture the representation of something, that's good. The classes have given me something to focus on and time to think about what I need to do. I got my CV sorted out at the library; I had space to do it.

In the country I became part of a community. I learned to use a chain saw and chop down dead trees. I learned dead fencing – making an eco-friendly wall. I'd like to do something with wildlife.

I know there is more I can do with my life now. I feel hopeful.



**What we do**



## What we do

<b>Mission</b>	<b>We empower people to overcome the issues that led to homelessness or put them at risk of losing their accommodation</b>
<b>Aims</b>	<p>To enable people in south-east London who are:</p> <ul style="list-style-type: none"><li>• currently homeless;</li><li>• have recently been homeless;</li><li>• are at high risk of becoming homeless;</li></ul> <p>to find a sustainable solution to their housing problem</p> <p>To support homeless people into work, or to return to their place of local connection</p> <p>To support homeless people in living productively and independently</p>
<b>Outcomes</b>	<p>Increased engagement with us and/or other services</p> <p>Reduced threat of accommodation loss and increase capacity to access accommodation</p> <p>Improved financial stability</p> <p>Increased life skills</p> <p>Improved mental and physical well-being</p> <p>Wider positive social networks</p>

## Our 2015-2018 business plan

This year we identified our goals for the following years. These are:

To focus our work on a smaller number of people, those with greatest need, providing them with personalised and in-depth support.

To provide each individual with a range of support, including: advice and advocacy to resolve some of their problems; a variety of activities to improve life skills and employability; and in the process reduce isolation.

To develop core specialisms within Advice & Support in housing and benefits, migrants and employment, and women.

To create an inclusive culture for members in which they have a voice and tell us what works best for them.

To expand the range of services to include: family mediation to help members reconnect with support networks; and healthcare support to help them obtain better health outcomes from the NHS.

To deepen partnerships with other organisations in Lewisham.

### To achieve our business plan goals we will:

- Year 1** – Enhance skills within Advice & Support; hire a Learning & Activities Coordinator and implement a Learning & Activities programme; reduce the hours of open access; qualify for PQASSO and AQS quality standards.
- Year 2** – Extend Advice & Support; commence Family Mediation Service.
- Year 3** – Hire a Healthcare Coordinator.



## Gateway Centre

The Gateway is open access for anyone who would like to find out what we do and how we can help.

It is the first point of contact between service users and our staff. It is the starting point for a discussion which sets out the person's understanding of their own situation and their goals, and what role we can play in supporting them to move forward.

After an initial assessment we work with people to:

- Draw up an action plan.
- Discuss what support we can offer at the centre, or help them access at other places.
- Deal with immediate problems such as registering with a GP or obtaining ID.
- Access our Advice & Support services.
- Access our Learning & Activities programme.
- Access services provided by partner agencies who come into the Gateway.

## Edward's story

I was known by Social Services by the time I was three months old. It took until I was seven to get adopted. It was hard for my parents. At 18 they kicked me out.

With foster children when you turn 18 the government steps in – but not with adopted children. I had no support. I lived with my real mother but there were financial problems so I had to leave. I met my real dad also – he's remarried and moved on. All the adults in my life have abandoned me. I'm alone in this world; alone to move forward.

The 999 Club has been a roof over my head. They've been the only ones who have helped me. Now I'm trying to find accommodation and build my life.

*The 999 Club has been a roof over my head. They've been the only ones who have helped me.*

At the Centre I have talked to CRI [the substance misuse team]. I'm going to get guidance for my binge drinking. They helped me understand how much damage I'm doing to myself. I also spoke to someone about getting my cycling proficiency so I can get around.

With the 999 Club's help I've sent in a housing application – hopefully I'll get a place. I want to study English, so I can write, increase my vocabulary. I write poetry just to get it all out. This is the first time I've broken out of the vicious circle and am moving in a positive direction. I'm looking forward to getting my own space. I am optimistic and excited for the future – it can only get better.

### Post script from the Chairman:

Edward signed up to our "Your Vote Matters" campaign in May 2015. A few months after, he was one of a party from the 999 Club that was shown round the House of Commons by Vicky Foxcroft, the 999 Club's local MP. On the way back to Deptford, Edward announced that he wanted to be an MP. I hope I have a chance to vote for him one day.

## Advice & Support

Our Advice & Support team, working alongside the Learning & Activities team, plays a big part in enabling service users to live independently.

Advice workers give one-to-one sessions to help people:

- Resolve benefits issues.
- Avoid eviction or find alternative accommodation.
- Get into employment.

We also refer people to other agencies who can give further support and advice on housing and legal issues.

### Sean, Sophie and Dexy's story

I have been homeless on and off since I was 13 – I am from a very violent home. I slept in Piccadilly Circus, but made sure my wife Sophie never slept on the streets, so found squats. I really want to sort my life out now Sophie is pregnant. With our baby on the way we want a normal life instead of moving every month in squats. That's so stressful. And it's hard to get a job when you don't have an address.

We started coming to the 999 Club in October 2015. We'll miss coming here. It was so difficult getting housing, because of the way I look, all my tattoos, people weren't very friendly.

Alison Harrison, the Advice & Support Manager at the 999 Club, is helping us with a house and helped us get our benefits going. Alison said it would be hard to get a place in London – how would we feel about moving up North?

Everything is looking up. We've seen pictures of the street we'll be living on. It's a two bedroom terraced house with a garden for Dexy, our Siberian husky, who is my service dog for my epilepsy. With my epilepsy I black out and don't know my name. I've woken up in some really random places.

I just heard if you're caught in the West End with a dog, it's taken away. They assume if you can't take care of yourself, you can't take care of a dog. My dog has given me hope and happiness. Lots of homeless people take better care of their dogs than themselves. It gives you that ray of light. It gives you something else to be responsible for.

Now it's a fresh start for us. We get to leave London and go to Durham. We want to know the sex of the baby so we can get ready.



## Learning & Activities

This is a new and exciting programme that we are trialling to help our service users take small, significant steps towards employment and independent living.

Our programme is all about learning, engagement and self-awareness. We intend to roll out the full programme in 2016.

## Health & Well-being

We work with a number of partners to improve the health and well-being of the people who visit our centre.

Specialist workers help people get the right support to improve their physical and mental health and address drug or alcohol issues.

*The 999 Club is love in action – you help so many wonderful people; it's a privilege to know you guys.*

We run activities in two main areas:

### Employment/life skills

Topics include: computer skills, cooking, cycling proficiency, reading and writing.

### Self expression/personal development

Topics include: art, drama and yoga.

We are delighted to include among our principal partners the following:

- The Three Boroughs nursing team.
- The Start community mental health team.
- The NHS Podiatry Service.
- Bench Outreach.
- CRI Drugs and Outreach.
- The Samaritans.
- UCHL Mobile TB X-Ray Unit.
- Sight Centre Opticians.

Kay Lawrence, Counsellor and Psychotherapist, leads counselling and group support sessions for participants of the Pret Foundation Apprentice Scheme.



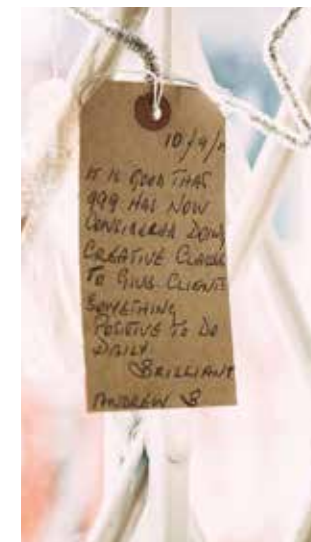
"I ride bikes myself a lot. Some of it I know, but I didn't understand brakes. I learned about them and how to adjust the chain."



"This is the first time I've cooked. I'm proud of myself."



"I was an angry person earlier on. I was thinking about beating someone up. But the yoga class has made me think positive. The breathing helped me – I don't care about it now. It helped me get it out. It was brilliant."



## Winter Night Shelter

The Winter Night Shelter is open every year from the beginning of December until mid-March. It provides shelter to those in acute need, during the coldest months of the year. It is the only seven night a week, single location, winter night shelter in south-east London.

**We run the Winter Night Shelter because it gives us an opportunity to start to work with street homeless people on a longer-term basis and help them on the road to finding a home, a job and a supportive community.**

Up to 30 guests each night get a bed, hot dinner and light breakfast.

The hot meal in the evening is generously provided by a group of volunteers from St Alfege church, Greenwich.

Our 2014/15 night shelter was open for 105 nights:

- We gave 77 people dinner, bed and breakfast.
- We helped 17 people find permanent accommodation.
- We helped 11 people find temporary accommodation.
- We helped 3 people enter employment.
- We helped 1 person reconnect with their country of origin, and 2 people enter detox.

### Jean's story

I have been homeless since the beginning of 2015 and am now staying in a hostel. The 999 Club means everything to me. If it wasn't here I wouldn't have anywhere to go during the day, especially when it's cold. I stayed in their Winter Night Shelter in 2015 for a month from February until it closed in March.

I like writing on the computers here. I like writing stories. I wasn't sure at first but I enjoy writing things. Now I'm going to be doing a course in Creative Writing at Deptford Reach. I'm really proud of that.

I also enjoy taking part in the collaborative cooking class and am looking forward to getting a certificate at the end of it. I like coming here, I've got friends here and they do a great cottage pie!

### Update

Jean has now left the short-term hostel into which she moved when she left the night shelter, and gone into a larger, longer-term hostel. There she is attending move-on group sessions to prepare her for independent living. She still comes to us and recently joined a group of our regulars on a visit to the House of Commons to meet the local MP, Vicky Foxcroft.



A photograph of a man and a woman looking at a document together. The man is on the left, wearing a dark t-shirt, and the woman is on the right, wearing glasses and a red top. They are both looking at a document held by the man. The background is a bright, indoor setting. A large white circle is overlaid on the image, and a semi-transparent orange banner is at the bottom.

**Our people**

## Governance

The objects of the charity are governed by the Memorandum and Articles of Association adopted in February 2002. These are:

- **The relief of poverty by the provision of an advice and counselling service.**
- **The advancement of education and the provision of facilities for recreation and other leisure-time occupation for people who have need of such facilities by reason of their youth, age, infirmity and/or disablement, poverty or social and economic circumstances with the object of improving their conditions of life.**

The board of the 999 Club consists of individual trustees appointed through due process. The 999 Club and Lady Florence Trust is also a registered company. The trustees are both trustees of the charity and directors of the company.

Under the Charities Act 2006 charities are required to demonstrate that their aims are for the public benefit; there must be an identifiable benefit; and that benefit must be to a section of the public.

The board of trustees regularly reviews the success of the organisation in meeting its objectives. In accordance with the relevant guidance, the trustees confirm that these aims fully meet the public benefit test and that all the activities of the charity are undertaken in pursuit of these aims.

### Pay policy

The 999 Club believes it is important to attract staff of high calibre with strong professional standards in order to provide its service users with a good quality service that will support them in achieving sustainable move-on. We employ an external firm to benchmark salaries for new posts. We operate a policy that the highest paid employee should not earn more than three times the salary of the lowest paid employee. We are signed up to paying the London Living Wage.

### Trustees (at 31<sup>st</sup> December 2015)

Jeremy Withers Green – Chairman

Mike Frankl – Treasurer

Catherine Rushforth

Annette Hinds (appointed 13 Jan 2015)

Simi Solomon (appointed 13 May 2015)

Kate Hogg (appointed 8 Jul 2015)

Jo Thomas (appointed 8 Jul 2015)



## Staff

We have a dedicated, passionate and expert team of staff – who make the impossible, possible. Meet our 2015 team:

Peter Wood – Chief Executive

Louisa Snow – Homeless Support Team Manager

Andrew Mitchell – Head of Fundraising

Zisca Burton – Learning & Activities Coordinator

Alison Harrison – Advice & Support Manager

Emma Boronat – Gateway Project Worker

Alisha Toland – Gateway Centre Manager

Fred Marquis – Finance Manager

Peter Wellfair – Premises Manager

## Volunteers

We have a fantastic team of committed volunteers who support us in all areas of activity. The Winter Night Shelter alone was supported by 4,108 volunteer hours of work! Without their help – we simply wouldn't be able to help as many people as we do. Thank-you to everyone who has given their time and energy to make a difference.

# How to help us

## Your donations keep our services going

£15

pays for one person to stay a night in our Winter Night Shelter

£25

provides a week's IT and internet access

£50

pays for one Advice & Support consultation

£100

pays a sessional tutor for one Learning & Activity session

£750

keeps the 999 Club open for one day

£3,000

keeps our Winter Night Shelter open for a week

## Ways to donate

### Online

Donate online at [www.999club.org/donate](http://www.999club.org/donate)

### Cheque or CAF voucher

Please make these out to 'The 999 Club' and post to 999 Club, 21 Deptford Broadway, London SE8 4PA.

### Bank transfer

Account number: 11323822

Sort code: 40-02-25

Ref: App16

The 999 Club Trust

HSBC Bank PLC

(Allows us to identify your donation)

### Gift Aid

If you pay UK tax you can *Gift Aid* your donation so we can claim an extra 25% from HM Revenue & Customs at no extra cost to you. Find out more at [www.999club.org/donate](http://www.999club.org/donate) or call us on 020 8694 5797.

### Giveacar

Do you own a vehicle that you want to get rid of? Donate it to us through Giveacar – a not-for-profit organisation that raises money for UK charities by selling or scrapping unwanted cars. Find out more at [www.giveacar.co.uk](http://www.giveacar.co.uk) or call 020 7736 4242.

### Legacies

If you would like to leave a gift to the 999 Club in your will please contact us at [fundraising@999club.org](mailto:fundraising@999club.org) or call 020 8694 5797.

### Trusts and major donors

If you're involved with a Trust, Foundation or Corporate Social Responsibility team and want to help resolve the issues connected with homelessness then we would love to hear from you. Please contact **Andrew Mitchell** at [fundraising@999club.org](mailto:fundraising@999club.org) or call on 020 8694 5797.



# Get involved

## Involve your community or workplace

Do you know a group of people who'd like to make a difference? Whether you're a member of a school, religious community or other group, or if your work colleagues want to do something fun and helpful, we'd love to hear from you.

From running fundraising events, to offering work experience, to sharing skills and volunteering with us, there are lots of ways to support our work. Find out more by contacting **Andrew Mitchell** at [fundraising@999club.org](mailto:fundraising@999club.org) or calling on **020 8694 5797**.

## Run a fundraising event

Do you want to run an event but aren't sure where to start? We can help every step of the way. Just get in touch by contacting **Andrew Mitchell** at [fundraising@999club.org](mailto:fundraising@999club.org) or calling on **020 8694 5797** and we'll send you a pack full of ideas on how to get started.

## Volunteer with us

We're always looking for enthusiastic people who can commit a regular time to volunteer. From helping run the Gateway Centre, to sharing a skill, to keeping the Winter Night Shelter open – there are lots of ways to help.

## Why Michelle volunteers with us

I heard about the 999 Club via Bromley Reform Synagogue where I am a member. I have a friend at the Synagogue who was a volunteer. When I found out the 999 Club was in Deptford and very near to where I live, I thought I would find out more.

I first volunteered during the day, but as my youngest was still at nursery this was too difficult, so I then tried the evening session at the Winter Night Shelter.

It is now my third year of volunteering. I could not believe that there was somewhere like the 999 Club just 15 minutes' walk away from where we live, eat and sleep comfortably in our family home. I wanted to try and help make someone else more comfortable and safe rather than sleeping on the streets.

I like meeting the guests and other volunteers. I like the camaraderie of the 999 Club and being a part of our wider community.

By volunteering I hope I help others – but they also help me to be a better person. Showing kindness, sharing a cup of tea or a chat, shows we are all the same.



Find out more about volunteering with us at

[www.999club.org/volunteer](http://www.999club.org/volunteer)

or by calling

**020 8694 5797**

# Thanks

**We'd like to say thank you to some of our most significant supporters and partners during 2014/15.**

Albert Hunt Trust  
Alchemy Foundation  
Alexandra Trust  
ASDA  
Ian Askew Charitable Trust  
Balcombe Charitable Trust  
Band Trust  
BBC Children in Need  
Bromley Reform Synagogue  
Built Visible  
Cazenove Charitable Trust  
Clifford Chance  
Clover Trust  
The Commando Temple  
Dentons Charitable Trust  
The Deptford Challenge Trust  
Garfield Weston Foundation  
Giveacar  
Haberdashers' Company  
Don Hanson Charitable Foundation  
Peter Harris Trust  
H & T Clients  
Henry Smith Charity  
Homeless Link  
Indigo Trust  
Inner London Magistrates' Court  
Kirkland & Ellis  
Lambert Charitable Trust  
Linklaters  
Lloyds TSB Foundation  
London Borough of Lewisham  
London Catalyst

The London Community Foundation  
Lord Faringdon Charitable Trust  
Lotus Foundation  
Brian Maguire Charitable Trust  
M&G Investments  
Marsh Christian Charitable Trust  
Mrs Smith and Mount Trust  
The Newby Trust  
Northwick Trust  
Nathan Karet Charitable Trust  
Odin Charitable Trust  
Orr Mackintosh Foundation  
Paravicini Dyer Charitable Trust  
Pret Foundation  
PricewaterhouseCoopers  
Sainsbury's  
Saint Alfege Greenwich  
Saint Paulinus Charitable Trust  
Selwyn College Cambridge  
Sir James Roll Charitable Trust  
Sir Jules Thorn Charitable Trust  
Sobell Foundation  
TUUT Charitable Trust  
Vintners' Company  
Waitrose  
Westcombe Society  
Wilmington Trust

**Not forgetting the numerous other trusts, foundations, organisations and individuals who make regular or occasional donations to us!**



Making change count  
for homeless people

**The 999 Club**  
**21 Deptford Broadway**  
**London SE8 4PA**  
T: 020 8694 5797  
E: [office@999club.org](mailto:office@999club.org)  
[www.999club.org](http://www.999club.org)

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The 999 Club and Lady Florence Trust is a registered charity (number 1091077) and a limited company by guarantee registered in England (number 4238295).