

When we work together

Innovation and collaboration in
a time of national emergency

Foreword from Robert Napier CBE, Chair of Trustees, and Steve Douglas CBE, Chief Executive



St Mungo's is no stranger to innovating and adapting when facing adversity. For over 50 years we have fought to end homelessness in England and to support people who have experienced it to rebuild their lives.

This year has been one of the most challenging years in our history as we responded to the coronavirus pandemic (Covid-19) and its fallout. Our clients, staff, volunteers, supporters and partners have all shown integrity, innovation and grit, in what has been a difficult and emotional 12 months for many.

Shortly after our country entered the first national lockdown in March 2020, the Government initiated what has become known as the 'Everyone In' decree, which called for local authorities to support people rough sleeping to isolate safely in secure accommodation.

An impressive cross sectoral effort followed, with thousands of people housed in emergency accommodation, including hotels. St Mungo's played a key role, supporting more than 4,000 people throughout the initiative.

Our regular service provision also had to adapt rapidly, some moved into hotels and others created virtual support offers. We are proud to have kept 99% of our services running, despite the pandemic. We operated 207 client facing services in total across London, the South East and the South West of England last year, and even expanded some, including our Housing First services.

Our work and our people has ensured that the organisation has been able to run efficiently, despite the challenging environment of the last year. The nature of the pandemic has meant developing new ways of working at a rapid pace to keep clients and staff safe. Our cross-organisational Covid Guidance Group was set up in order to meet this demand. The Group provided vital updates on guidance for clients and staff and was viewed 26,000 times during the year.

The connection between homelessness and health has also been brought into sharp focus. Covid-19 exposed, and in some cases exacerbated, existing health inequalities in the UK. Our Health and

Homelessness report, published January 2021, made clear and practical recommendations.

We launched our Race Action Plan this year, building upon our existing strategy to introduce greater accountability to improve BAME representation, especially at senior management level, and to create safe spaces for staff and clients.

Despite a turbulent year staff satisfaction remained high. Our staff survey, which was conducted in February 2021, revealed an engaged workforce with 93% caring about the future of St Mungo's and 88% being proud of the work we do. 90% of staff who responded also agreed that St Mungo's has a positive approach to diversity.

Financially, this has been a tough year. We have continued to deliver services when, at times, statutory or contract funding has not been in place. Fortunately we exceeded our fundraising targets and we thank all our supporters and donors who gave so generously.

As we embark on our new strategic plan in 2021, a key task for us will be to ensure our financial resilience. In order to meet the ambitious goals set out in our new strategy, the Senior Leadership Team implemented an organisational restructure at the start of 2021, to allocate the right resources and to protect services for our clients.

While there is much to celebrate this year, our work is far from done and our services remain vital. The pandemic response demonstrates what can be achieved when there is a singular shared goal of saving lives. We must now build on what we have learned and ensure that the principles of joint working become the norm, as we face a once in a generation chance to end rough sleeping.

Robert Napier CBE Chair of Trustees
Steve Douglas CBE Chief Executive

At a glance

At St Mungo's we continue to work harder than ever to end homelessness and rough sleeping and change lives for the better.

Join us as we take you through 2020-21 at St Mungo's.

A special message from Robert Napier CBE



"After six years, in September 2021 I will be stepping down as Chair of Trustees. I welcome my successor, Joanna Killian, who brings a wealth of experience not least from her time on St Mungo's Board of Trustees. It is with pride that I say, for the last time, a huge thank you to all our staff and volunteers, who have worked tirelessly to maintain our services and to keep our clients safe. I also thank Steve Douglas and the Executive team for their exemplary leadership in a year which has demanded vision, clarity, and strategic agility."

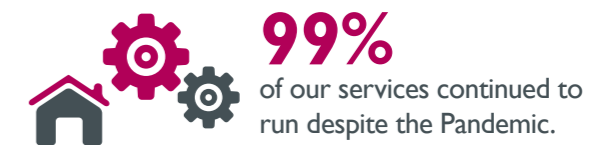
Diversity and Inclusion at St Mungo's

We have
nine

staff diversity networks, including BAME (Black, Asian and Minority Ethnic), Disability Awareness, Carers and Parents, Women's Action, Lived Experience, LGBTQIA+, Irish Focus Group, South West Diversity and Inclusion and European Employees.

We have
178

Diversity and Inclusion allies across our organisation who champion diversity and inclusion in their teams.



Contents

The Covid-19 pandemic has put a spotlight on the dangers of rough sleeping. However, we have proved that when we work together we can end rough sleeping. We look back on a year like no other.

Ahead of the Government announcement of Everyone In, The Mayor of London, Sadiq Khan, announces that 300 hotel rooms will be made available for people sleeping rough in London to safely self-isolate.

21 March 2020



Covid-19 accomodation, Bristol
Page 10

Westminster Outreach
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Covid-19 accomodation, Oxford
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23 March 2020

The Prime Minister, Boris Johnson, places the country under its first lockdown to help prevent the spread of Covid-19.



26 March 2020

Everyone In
Then-Homelessness Minister, Luke Hall MP, writes to all local authorities instructing them to provide self-contained accommodation where people sleeping rough or in temporary accommodation could self-isolate in safety.



St Mungo's helps more than 1,600 people into accommodation.

15 April 2020

St Mungo's helps more than 600 people off the streets and into accommodation.

27 March 2020



One year on and St Mungo's has helped more than 4,000 people staying in emergency Covid-19 accommodation. On top of this, we continued to house up to 3,000 people a night in our standard accommodation throughout the pandemic.

26 March 2021



Hope Gardens hostel, London
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Nova Project, women's residential service in Reading
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21 September 2020

St Mungo's has helped more than 3,000 people during the first six months of the pandemic.

Boris Johnson announces a third national lockdown.

4 January 2021



Commissioner and MP Roundtables
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Boris Johnson announces a four-week long lockdown.

31 October 2020



Westminster Outreach:

Providing support to those on the street throughout the pandemic

Over the year we ran **26** outreach services in eight cities and towns, including London where we worked in **11** different boroughs. After the Government's instruction to not go out unless necessary, our outreach teams continued to head out in order to support those who have no homes and were sleeping rough. Tom from our Westminster Outreach Service reflects on a year like no other.

At the beginning of the pandemic a lot of our clients without access to the news were hearing rumours about a 'killer virus', causing a lot of fear. Information we received ourselves about the service we could offer was changing day-to-day because no-one had been in this situation before. Clients were scared and uncertain, and we tried to be the voice of reassurance.

Everyone In gave us a unique opportunity to source accommodation for people sleeping rough, but it also came with challenges. We had to work flexibly and innovatively.

Some of us continued to find and support people on the streets. It was eerie seeing major landmarks completely empty. While looking after our clients, it was also crucial our staff were safe.

Others from our team worked in hotels, rising to the challenge to support clients at a very uncertain time. In the hotels we worked to address clients' ongoing homelessness, as well as providing for practical needs like food and clothing.

We developed a bespoke through care service, providing support to people not just as they progress from the emergency hotels into longer-term homes, but also after they are housed to help them sustain tenancies.

The number of people sleeping on the streets in Westminster has dramatically reduced. Over the last year we supported 1,452 people off the streets. The response during the pandemic showed that with the dedication of our team and local authority partner, and the right resources, rough sleeping in Westminster can be solved.



Ella and Faz,
Rapid Intervention Workers



"It was surreal; it was like a dystopian movie. London was completely deserted, I remember going to Buckingham Palace and it was completely empty except for me and one other outreach worker. Now I look back on it, I'm really proud of what we did."

**Zak, Rapid Intervention Worker,
Westminster**

Our impact in 2020-21

Our Westminster outreach team supported

1,452

people into accommodation.



In January we counted

106

people on the streets of Westminster, the lowest figure since we began recording in 2015.



Covid-19 accommodation: Helping people self-isolate in safety in Oxford

In response to the pandemic we ran **30** emergency hotels across the areas where we work, including Oxford. A year on, we have housed **344** people in the area, with **154** more moving on to longer-term accommodation. Our Oxford Senior Services Manager, Ellie Alway-Thomas reflects on an eventful year.

Looking back at the early days of the pandemic, it is amazing how naïve we all were to the situation. I was convinced that it would all blow over quite quickly, then lockdown was announced and before we knew it we were moving tens of people into a Travelodge – that's when it began to feel real. It was scary, but there was also a sense of excitement, as suddenly we were able to provide people with a self-contained room, a food delivery service and even an ensuite bathroom.

The first week was organised chaos. The speed in which the team worked was incredible. I remember having a long line of about 20-40 individuals outside the hotel and literally running around the building booking people into their rooms as quickly as possible. Once they were in, we were supporting people to make sure they could access medication and other support they needed.

We quickly went from one hotel to five, offering around 120 bed spaces to people experiencing homelessness, so they could safely self-isolate. One of the hotels was dedicated to people that were considered medically vulnerable to Covid-19. There were a lot of unknowns for both staff and clients. It was strange to feel so out of control and not being able to reassure our clients about how long they'd be staying here for.

We have worked closely with partners including Turning Point, who have helped people access medication they needed, and Oxfordshire Homeless Movement, who coordinated various donations from the local community.

A year on, we've achieved some amazing things. We've seen individuals gain employment, reconnect with family and move into independent accommodation. The dedication from the team and the resilience of our clients is inspiring.



Ellie Alway-Thomas,
Oxford Senior Services Manager



“Access to emergency accommodation has been a lifeline for our clients. We swiftly ensured people's needs were met, while remodelling our services to provide longer-term accommodation units and strengthening our relationships with partners and working together for positive outcomes. Seeing clients at our service progress was a massive silver lining to the global pandemic.”

**Amie, Deputy Manager,
Canterbury House in Oxford**

Our impact in 2020-21

In Oxford we
have housed

344

people in emergency
Covid-19 accommodation.



154

people have
now moved on
to longer-term accommodation.



Covid-19 accommodation: Rebuilding lives in Bristol

St Mungo's supported more than **4,000** people staying in emergency Covid-19 hotels. Hannah, Rough Sleeping Prevention Service Co-ordinator, describes how as well as providing a roof, we supported clients in Bristol with their health needs, employment ambitions and finding a long term home.

In Bristol colleagues from across the area came together to form a bit of a super-team in terms of knowledge, experience and contacts. It enabled us to support people to take steps towards leaving homelessness behind for good.

Being in the hotel meant we were able to break down barriers to healthcare and actively encourage clients to seek out the treatment they needed. We often had health teams onsite, which meant people did not need to pay for transport or walk long distances to access services – appointments were also flexible. Close contact with residents, as we were all on site, also helped us build trust and encourage people to attend appointments for their health needs. Along with the homelessness health service in Bristol, we provided phones to our clients so they could access GP appointments.

As well as helping clients be proactive about their health, we also worked hard to keep them safe. If someone displayed Covid-19 symptoms, we worked closely with PHE to provide rapid testing and anyone who had shared bathrooms with them were also able to safely self-isolate.

We helped people find ways into employment through partner organisations and routes into accommodation that was right for them. Some people moved on to longer term homes within the homelessness pathway to receive continued support. We helped others navigate the private rented sector online. One gentleman we supported was deaf and could only communicate through Russian sign. He had come to the UK after fleeing violence in his home country. By the end of his stay with us he had lined up a privately rented flat and secured a job. It was so inspiring to see him progress.

What we have done this year in Bristol is an amazing achievement, which would not have been possible without the joined up working between teams at St Mungo's and our partners in the area.



Metkel, St Mungo's hotel client



“When I reflect back on the last year – exhaustion, tiredness, not sleeping very well – have I recovered from it? Absolutely not! As a team it's been hard work. But also, what a lovely thing to be able to do. What a privilege to be part of it. And you know what? I'd do it all again tomorrow.”



John, Bristol Outreach Worker

Our impact in 2020-21

Helped more than

546



people in Bristol to isolate safely in emergency Covid-19 accommodation.

Supported nearly

239



people make positive moves from emergency accommodation into longer-term housing.

Hope Gardens:

Giving hope in challenging times

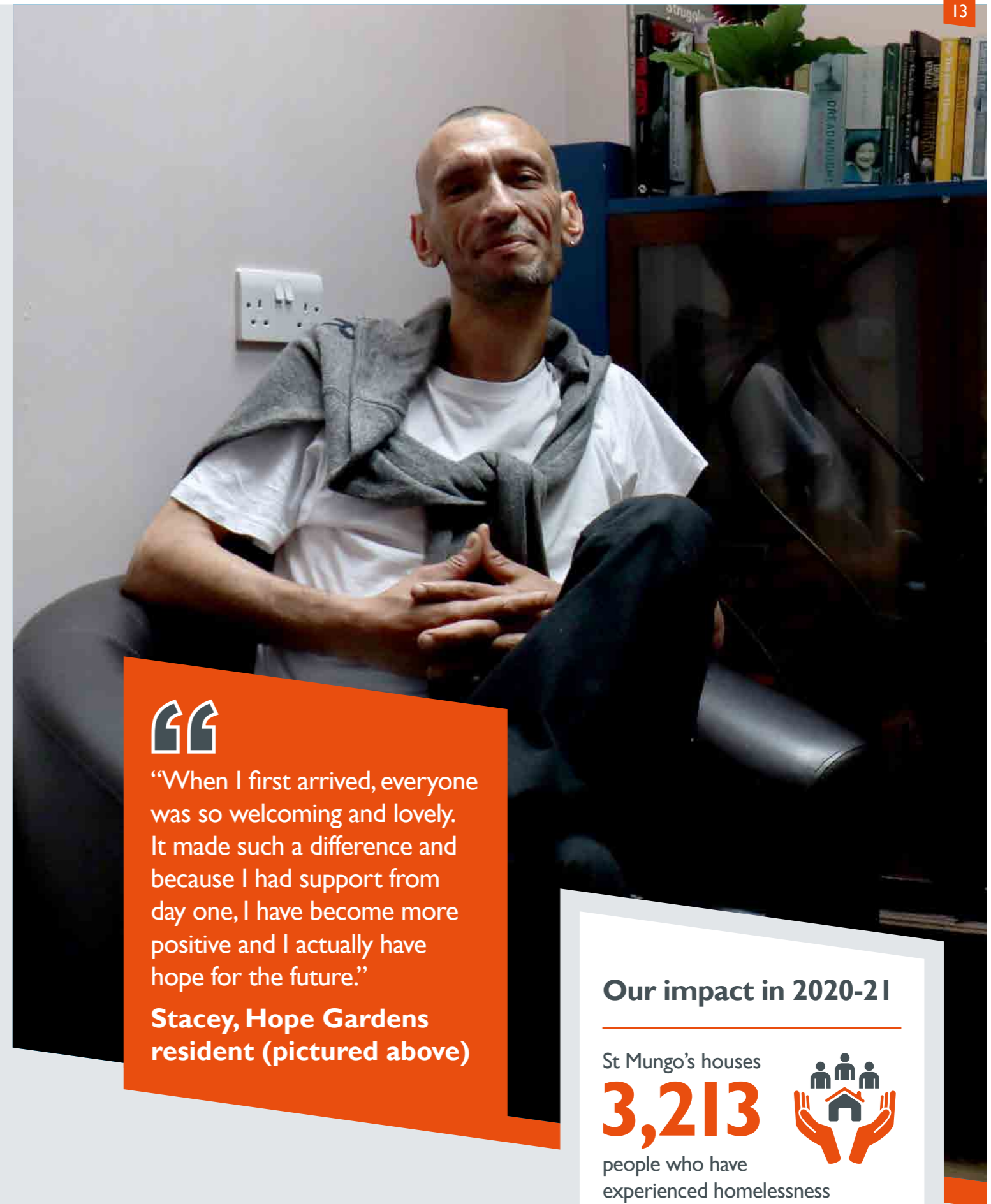
We are proud that, despite the pandemic, we have kept **99%** of our services running, including our residential services. Mia, Duty Worker at our Hope Gardens hostel, explains how staff worked to keep residents safe and entertained during the pandemic.

When the pandemic started we received a lot of guidance from St Mungo's on how to keep our residents and each other safe. We introduced social distancing rules and closed our communal areas. We supported residents with digital skills training so they could access digital GP appointments, keep up-to-date with the latest news, and complete training through our Digital Recovery College.

When face coverings became mandatory I set up a tie-dye face mask session to encourage our residents to wear their face coverings and involve them in some creative activities. The residents really enjoyed the activity and, most importantly, went on to use their face coverings around the service to help keep each other safe.

One of our biggest strengths throughout the pandemic has been the different activities we have offered to our residents. I think social interaction really nourishes people and when you take that away it can have a negative impact on someone. We collaborated with a charity called Accumulate to provide residents with activities, including pottery, soap making and fabric patch design. It gave everyone the opportunity to do something different and learn something new, instead of feeling isolated. It has been great as it is a bit of fun and people get to build up their own collection of artwork which allows them to see what they've achieved.

Obviously there have been challenging times, but we have done our best to provide people with safety and an escape from any negative thoughts or feelings they have had. Seeing people continue to develop and achieve new things during such a challenging time has been really rewarding.



“

“When I first arrived, everyone was so welcoming and lovely. It made such a difference and because I had support from day one, I have become more positive and I actually have hope for the future.”

Stacey, Hope Gardens resident (pictured above)

Our impact in 2020-21

St Mungo's houses

3,213

people who have experienced homelessness on any given night.



The Nova Project, Reading:

Supporting women to leave homelessness behind for good

Last year we supported **2,166** women across our residential services. We recognise that a woman's experience of homelessness is very different to that of a man. That's why we continue to create innovative safe spaces for women accessing our services. Deputy Manager, Nell, looks back on opening up a women's only space, the Nova Project, during the pandemic.

This year has obviously been really challenging, so we were incredibly pleased and proud to open our doors in January 2021, providing 10 bedspace accommodation to women who have long histories of sleeping rough.

We are a safe space for the women who live with us. On arrival, people can sometimes feel a little overwhelmed, but they tend to relax quite quickly and start to feel safe after a few nights in their new home. What's special about our service is that there is no fixed timeline. So, we are here for residents for as long as they need us.

One of the biggest challenges from the pandemic was building relationships with residents while adhering to guidelines and wearing PPE (Personal Protective Equipment). We have overcome this through providing consistent and tailored support to each individual, while building up relationships based on trust. We also connect with partners to provide residents with support that's right for them, including health outreach, budgeting support, substance use services and tenancy sustainment. We also organise activities like 'Foodie Fridays' and 'Arty Afternoons' to help build up life skills.

One of the biggest rewards for me is seeing women that I work with starting to gain a sense of self again. You can see their confidence build as other things in their lives start to come together, like their physical health and their mental health. It's really wonderful to see them taking crucial steps towards leaving homelessness behind for good.



Nell, Deputy Manager of the Nova Project, and client



"This is the right place for someone who wants to change their life – this place makes you want to do well and thrive and I really enjoy the activities, especially the cooking on a Friday."

Resident from the Nova Project

Our impact in 2020-21

We supported

2,166

women across our residential services.



Digital Recovery College:

Supporting our clients through online learning

Our Recovery Colleges provide an inclusive learning, training and employment experience for people in recovery from homelessness. Since the pandemic struck our team acted innovatively to move online, running over **4,500** virtual sessions. Lara Farah, Digital Recovery College Manager, shares how the team supported clients in going digital and the benefits this has had.

At the beginning of the pandemic, running activities and lessons remotely was challenging for clients and staff alike. We had moments where we were not sure if this new way of learning would suit our client group. But the team did an amazing job at mastering the complexities involved in delivering online sessions, while also supporting clients to adapt to a new online world.

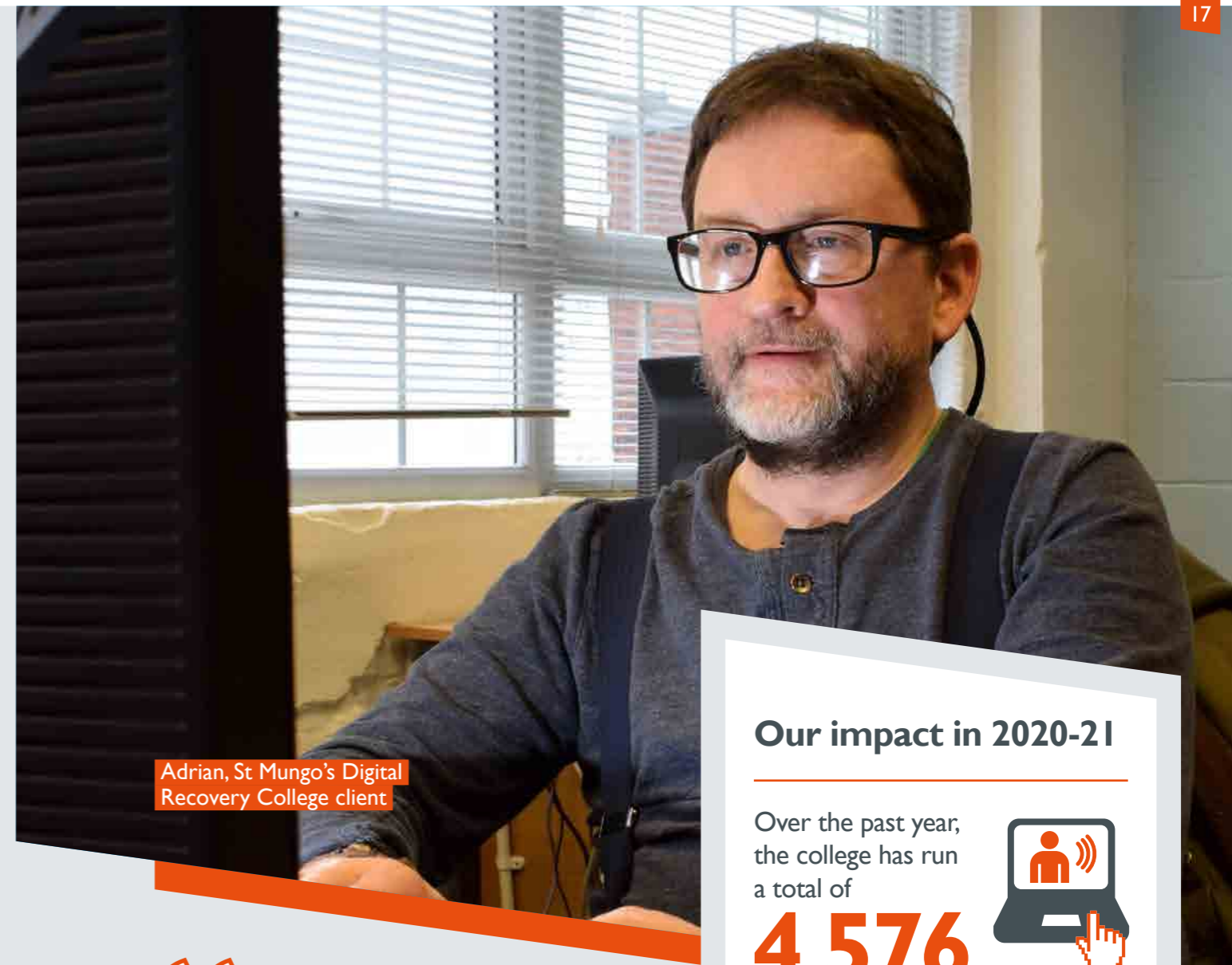
Initially, many of our clients had a lack of digital skills and some also did not have access to the right technology to access our online courses. Fortunately, Tesco Mobile and Clarion Housing Group generously donated 550 smartphones to our clients. We then worked with We Are Digital and Lloyds Bank Academy to develop a tailored smartphone course teaching people how to stay safe online, connect with community groups, and use key apps like NHS and HMRC.

I am so proud of what the team, our wonderful volunteers and our clients have achieved this year. By working together we have been able to deliver more than 2,300 one-to-one coaching and employment sessions and have supported more than 80 clients into employment, further education and volunteering positions, helping to pave their path away from the streets permanently.

Being online has helped us reach more clients from across our services. It has been amazing to watch people go from being anxious about technology to using it to improve their lives. In the future we are hoping to provide a blended learning programme of both online and in person courses. We cannot wait to start the next chapter.



Main photo, above right: taken in 2019, this year we have continued to boost students' digital skills online



Adrian, St Mungo's Digital Recovery College client



“It is such a pleasure to be part of the Recovery College. The classes have been ace. They're a great way to connect with other people and have kept me learning.

I've learnt so much about many different things – including how to use Google Hangouts! It's not always been straightforward, but using video and making virtual connections is now simple and it's given me the chance to connect with others during this tough time.”

Gennoria, Recovery College student

Our impact in 2020-21

Over the past year, the college has run a total of

4,576

live activity attendances.



Over the year the team have delivered

217

one-to-one digital support sessions.



This past year the team have delivered a total of

2,339

coaching and employment sessions and 83 clients have gone on to start volunteering, take part in external education and training opportunities or gain employment.



Client involvement:

Creating opportunities through the pandemic

We have worked hard to keep client involvement at the centre of our work during the pandemic, moving our Client Advisory Board online, creating a podcast and running Peer Facilitation Courses to keep our clients engaged with the organisation. Client volunteer, Chris, reflects on the past year and the impact that client involvement has had on him.

I first encountered St Mungo's through their Sanctuary service and the Bristol Men's Crisis House as I was experiencing anxiety and depression on a level that was unmanageable. It was invaluable to me. I was in a really bad way and I started to engage with St Mungo's gardening project, Putting Down Roots, which accelerated my recovery and really boosted my confidence.

Later on in the year, I attended the peer facilitation group course that the client involvement team run, and went on to facilitate Bristol & Bath Outside In which was starting up for the first time. The group is about empowering people who are or have been clients of St Mungo's to have a say in the direction of St Mungo's services and how things are run. I was so grateful for the support from the Client Involvement team in running the group as my anxiety was kicking in big time. They gave me the space to build my confidence up.

I have also been invited to join job interview panels recently as part of client involvement as they have been a particular barrier for me in the past. This has been an incredibly helpful experience for me to prepare for work.

Outside In recently took part in the Cotswold Way Challenge which raised over £1,000 for St Mungo's. Clients I have met have also had opportunities to get involved with the Client Advisory Board, weekly online client forums to help stay connected and walking groups to keep active.

Client involvement has been a massive help for me in building my confidence back up. It's also about progression. To that end, with the support of staff and peers at St Mungo's, I have just managed to secure employment within mental health recovery. Client involvement has been at the heart of putting all the things in place that have allowed me to take that step. I am so grateful.



Outside In is St Mungo's client representative group and the voice of our clients. The name represents the aim that those who are often on the outside of power and decision making are brought in and have a real say.

Outside In
The voice of St Mungo's clients



Chris, client volunteer (centre), Tom, client volunteer (left) and Rubyjo, Gardener Trainer (right)

The **Client Advisory Board (CAB)** is a team of clients or former clients who work in partnership with the Board of Trustees. This makes sure clients are involved in high level decision making at St Mungo's. The CAB meet regularly with Trustees and members of the Executive team to consider board papers and use their experience to influence the Board's work.

Our impact in 2020-21

52
weekly online client forums.



10
walking groups (when restrictions allowed).



180
clients subscribed to our monthly newsletter.



Together we can end homelessness:

Sharing knowledge and best practice

Few years have shown so clearly the huge impact that policy decisions can have on the lives of people experiencing homelessness. Throughout the year, we have been hosting discussions with MPs and local commissioners to discuss the learnings from Everyone In and how we can use its legacy to end homelessness for good.

As a leading homelessness charity, St Mungo's shares its experience and expertise with our partners and Government to support solutions to end street homelessness for good. In a year characterised by reactivity and crisis, it was even more important to pause, reflect and share.

We hosted two virtual roundtable events for MPs this year. Each event was attended by around 20 parliamentarians and their staff. MPs had the chance to talk to St Mungo's clients who shared their experiences of homelessness, and of the services that helped them during the pandemic. Attendees also heard first-hand accounts from our frontline staff, focussing on our work as an organisation, how we collaborate with partners, and what made Everyone In a success.

We also launched quarterly Commissioners' Forums, bringing local authorities together to reflect on solutions and opportunities to provide effective services and strategies. The Forums have been attended by approximately 25 local authorities at each event and covered topics such as the relationship between health and homelessness, embedding good practice from the Covid-19 pandemic and Housing First – a service model that helps people with long histories of street homelessness through providing a secure home from which they can focus on their recovery.

These initiatives deepened relationships with decision makers on a local and national scale, and our roundtables with MPs also provided a vital platform for our clients to share their experiences with those able to drive change.



Right: clients speak to MPs at a parliamentary event in 2019. This year, clients and staff spoke to decision makers at our virtual event.



The national picture

Nationally, the number of people sleeping rough went down

37%

in the past year.



37,430

people have been helped into accommodation through Everyone In (as of January 2021).



“In the last 12 months, we’ve seen an incredible effort from homelessness charities, public health bodies and local and central government. Now, we need to strengthen these relationships as we continue to work together to end rough sleeping for good.”

Eddie Hughes, Secretary of State for Housing and Rough Sleeping

Look forward: Building on the lessons of the pandemic

We are so proud of all of our staff, volunteers and partners for their dedication and innovation this year. Now we must ensure we are learning the lessons of that work and building upon them so that we can end rough sleeping for good.

Our commitment to diversity and inclusion

At St Mungo's 90% of our staff agree that we have a positive approach to diversity and inclusion, this is something that we are looking to build upon both for our staff and our clients.

By 2026, we want a high representation of BAME staff at senior levels to reflect the diversity of the communities with which we work. We will achieve this through our race action plan for staff and will publish measures around race for transparency and accountability. Meanwhile, we are looking to develop a toolkit and materials to help our staff work with clients through issues around discrimination, bullying and harassment.



A legacy of shared working

According to Government estimates, the Everyone In initiative provided accommodation and support to 90% of people who were sleeping on our country's streets. In the next five years we want to build on the positive lessons we have learnt and on the principles of joint working between the different organisations involved in homelessness, as exemplified by Everyone In.

On 23 March, one year on from the first lockdown, the Independent Kerslake Commission on Homelessness and Rough Sleeping, led by Lord Bob Kerslake, the former Head of the UK Civil Service, was launched. We are pleased to be advising the Commission and providing secretariat support on the report which will examine and learn the lessons from the emergency response for people sleeping rough during the Covid-19 pandemic.

A challenging environment

We know that even with lessons learnt from the last year that building on our successes will not be easy. We will be dealing with the impact of rising unemployment, potentially increased evictions, and further pressure on local authority budgets, including expected real term cuts in Universal Credit and local housing allowances.

Longer term, the fallout from what the Chancellor called an 'economic emergency' in November 2020, and how the Government chooses to reduce the national debt will also impact our work. There are also implications from our exit from the European Union, both upon the economy and on non-UK nationals. Meanwhile, there continues to be a growing disparity between the richest and the poorest and most vulnerable in society; between those who have and those who have not.



Our strategic ambition – end rough sleeping by 2026

We are in a challenging environment, but not an impossible one. We believe that we can end rough sleeping by 2026. We also believe that policies and interventions can be put in place to end homelessness for good.

In April 2021 we launched our new five year strategic plan. It will not be easy, but over the next five years we must build on the successes of the last year; through providing services for people experiencing homelessness and at risk of homelessness, creating more longer-term housing options and ensuring that no one has to return to the streets.

Our finances

As a result of increased activity in the year, contract wins, changes to the way we deliver services and the generosity of our supporters, our turnover grew by 14% to £122 million.

The key driver of increased activity was our pandemic response, which supported people who were rough sleeping or in supported accommodation to isolate safely in emergency accommodation. It included the management of 30 hotels and providing support to over 4,000 people. The funding totalled £10.8 million, £4.4 million of which was re-purposed, with agreement of the GLA and local authorities, away from services which were not able to run in accordance with Government isolation guidelines.

Outside our pandemic response, our social and non-social housing portfolio remained stable as fewer opportunities to tender for new contracts has meant fewer opportunities for growth. We did however acquire a further 16 affordable units so that we can expand our move-on accommodation offering in Bristol.

Fundraising income grew by 28% this year to £16.1 million (2019/20: £12.6 million). We are grateful that our role as a leading provider of frontline homelessness services galvanised support from the public, corporate partners and other institutions.

Responding to the pandemic incurred £3.1 million of incremental costs, comprising £1.4 million of non-staff costs (£0.6 million to meet service delivery needs to keep clients and staff safe and £0.8 million spent in extending remote working solutions) together with £1.7 million of staff costs including a one off "thank you" payment for all staff, extended leave arrangements, and top up payments to full pay for 93 furloughed staff. St Mungo's supported the incremental spend with £0.9m pandemic related service contribution and £2.2m from own funds.

The average length of social-housing licences which ended during the year was 311 days (280 days in 2020). Our response to Covid-19, including supplying emergency accommodation through the Everyone In programme, led to a disruption in referral pathways for some of the properties we managed in the first quarter of the year. This lengthened re-let times and increased the number of voids (empty rooms) to 8.92% (2020: 7.47%). Lengths of tenure and the number of voids have since returned to pre-pandemic levels. Rent collection in the year increased by 2% to 97% and bad debts reduced to 10.46% (2020: 13.66%).

We increased our dilapidations provision with respect to the Real Letting Pooled Fund by £1.4 million to meet increasing costs.

As a result of our incremental spend, combined with a £1.6 million actuarial loss on our defined benefit pension scheme, our loss for the year was £2.8 million, compared to a prior year surplus of £0.2m. However, the 2020 trading performance was supported by the profit of £1.7 million on a property sale and, adjusting for these non-trading activities, the underlying operating deficit improved year on year to £1 million.

As of 31 March 2021 we had reserves of £13.7 million (2020: £16.5 million), and cash and bank balances of £22.9 million (2020: £20.9 million).

Going forward, we know the financial operating environment will remain a challenge. We have tested our assumptions and identified actions to manage the organisation, so that we remain in a strong going-concern position.

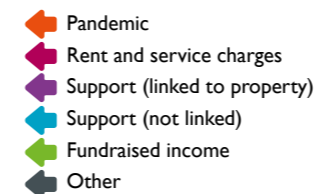
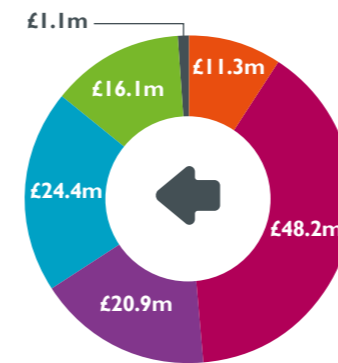
Jonathan Manuel Executive Director of Finance

Statement of financial position

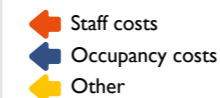
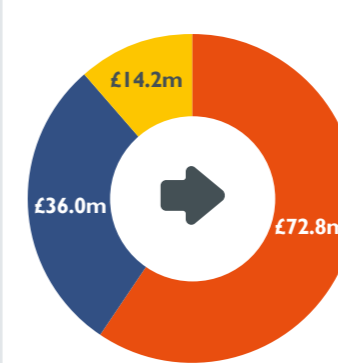
For the year ended 31 March 2021

	Group	
	2021 £000	2020 £000
Fixed assets		
Intangible assets	950	568
Housing properties	82,709	82,881
Other fixed assets	565	619
Share of associate	25	68
	<u>84,249</u>	<u>84,136</u>
Current assets		
Trade and other debtors	18,903	16,825
Cash and cash equivalents	22,914	20,896
	<u>41,817</u>	<u>37,721</u>
Current liabilities		
Creditors: amounts falling due within one year	(24,959)	(19,948)
Net current assets	<u>16,858</u>	<u>17,773</u>
Total assets less current liabilities	<u>101,107</u>	<u>101,909</u>
Non current liabilities		
Creditors: amounts falling due after more than one year	(73,291)	(73,220)
Retirement benefit obligations	(10,575)	(10,116)
Provisions for liabilities		
Pension – deficit funding liability	-	(20)
Other provisions	(3,517)	(2,044)
	<u>(87,383)</u>	<u>(85,400)</u>
Total net assets	<u>13,724</u>	<u>16,509</u>
Reserves		
Restricted reserve	2,412	2,574
Designated reserves	-	3,096
Income and expenditure reserve	11,312	10,839
	<u>13,724</u>	<u>16,509</u>

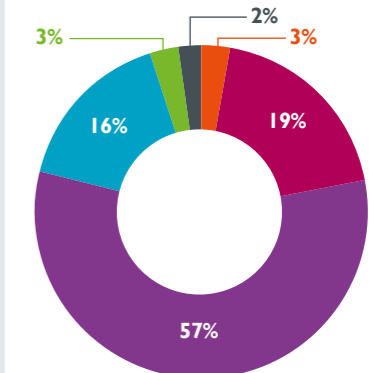
Total income 2020-21 (£122.0m) (Group)



Total expenditure 2020-21 (£123.0m) (Group)



Staff salary breakdown 2020-21



All staff employed received the Living Wage or above. Those based in London received the London Living Wage or above.

As at 31 March 2021, we employed 1,536 staff, of whom 9% were people who have lived experience of homelessness.

Statement of comprehensive income

For the year ended 31 March 2021

Group	2021			2020
	Unrestricted £000	Restricted £000	Total £000	Total £000
Turnover	118,604	3,400	122,004	106,867
Operating expenditure	(119,404)	(3,562)	(122,966)	(108,508)
Operating (deficit)	<u>(800)</u>	<u>(162)</u>	<u>(962)</u>	<u>(1,641)</u>
Gain on disposal of property	-	-	-	1,707
Interest receivable	41	-	41	118
Interest payable and similar charges	(215)	-	(215)	(285)
(Loss) / Gain from associate	(44)	-	(44)	52
(Deficit) before tax	<u>(1,018)</u>	<u>(162)</u>	<u>(1,180)</u>	<u>(49)</u>
Taxation	-	-	-	-
(Deficit) for the year	<u>(1,018)</u>	<u>(162)</u>	<u>(1,180)</u>	<u>(49)</u>
Other comprehensive income:				
Actuarial losses in respect of pension schemes	(1,605)	-	(1,605)	283
Total comprehensive (loss) / income for the year	<u>(2,623)</u>	<u>(162)</u>	<u>(2,785)</u>	<u>234</u>
Association				
Turnover	118,186	3,400	121,586	106,724
Operating expenditure	(119,448)	(3,562)	(123,010)	(108,456)
Operating (deficit)	<u>(1,262)</u>	<u>(162)</u>	<u>(1,424)</u>	<u>(1,732)</u>
Gain on disposal of property	-	-	-	1,707
Interest receivable	41	-	41	118
Interest payable and similar charges	(203)	-	(203)	(259)
(Deficit) before tax	<u>(1,424)</u>	<u>(162)</u>	<u>(1,586)</u>	<u>(166)</u>
Taxation	-	-	-	-
(Deficit) for the year	<u>(1,424)</u>	<u>(162)</u>	<u>(1,586)</u>	<u>(166)</u>
Other comprehensive income:				
Actuarial losses in respect of pension schemes	(1,605)	-	(1,605)	283
Total comprehensive (loss) / income for the year	<u>(3,029)</u>	<u>(162)</u>	<u>(3,191)</u>	<u>117</u>

Thank you

Our Trustees

Robert Napier CBE

(Chair until 29 September 2021)

Joanna Killian (Chair Elect)

Tracy Allison

Rolande Anderson

Alexandra Beidas

Daniel Corry

Timothy Gadd

Darren Johnson

(appointed 25 May 2021)

Teddy Nyahasha

(appointed 25 May 2021)

John Maxted

(resigned 29 September 2020)

Mark Pears

Susmita Sen

Bontle Senne

Stephen Smith

(appointed 25 May 2021)

Helen Walters

John Watts

Every donation we receive is greatly appreciated. We wish to say a thank you to all our supporters who made donations of their time and energy or gave financial support to St Mungo's during 2020-21, including those who left us a special gift in their will.

We would like to say a particular thanks to:

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Wates Family Enterprise
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Welsh Church of Central
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Westminster Foundation

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South London and Maudsley NHS
Foundation Trust
Thurrock Council
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We are pleased to have worked with The National Lottery Community Fund through their Help Through Crisis programme, Reaching Communities programme and Wildlife Trusts – Our Brighter Future programme.



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Thank you to all the St Mungo's clients, volunteers, and staff whose photographs and stories appear in this publication.
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Patron HRH The Duke of Kent, KG • Chief Executive Steve Douglas CBE
Charity No. 1149085 • Company No. 8225808 (England and Wales) • Housing Association No. LH0279

St Mungo's
Ending homelessness
Rebuilding lives