ANNUAL REVIEW 2013

St Martins
PARTNERS IN MENTAL HEALTH RECOVERY

About us

St Martins is a London housing association and a leading provider of specialist mental health care to people with complex mental disorders and forensic histories.

Mission

Our mission is to improve the pathways and opportunities for people stepping down from secure hospitals, prisons and other statutory mental health services. We do this by enabling the recovery of our service users in order to maximise their independence and safety in the community.

Vision

St Martins aims to be the leading provider of community forensic services in London.

Values

- We believe that everyone associated with us should be treated with fairness, justice and respect.
- We believe that everyone has the potential for positive change.
- We are committed to promoting diversity and equality in all our activities.
- We expect staff and Board members to carry out their responsibilities with integrity and probity.
- We are committed to upholding and promoting the legal, civil and human rights of service users.
- We have an organisational culture that emphasises and promotes professionalism, innovation, performance and good practice in service delivery.

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St Martins
PARTNERS IN MENTAL HEALTH RECOVERY

Chair and Chief Executive's report

Nick Purchase, Chair

John Thompson, Chief Executive

It gives us great pleasure to introduce this year's annual review which highlights our achievements and successes over the past year. This year we reviewed and refreshed our mission to reflect and emphasise our focus on complex and forensic mental health. We hope you enjoy reading about our work, the lives of our residents and their journeys of recovery.

Despite the difficult economic climate we have achieved excellent outcomes, further growth in our core business and strong financial results. We have the experience, values, flexibility and responsiveness to meet the needs of our residents and stakeholders in this changing environment and to maintain our position as a partner of choice for NHS Trusts and commissioners.

We are proud of our outcomes with our residents and continuously seek to improve the quality of our services and the life chances of our residents. We have developed a way of working at St Martins that produces very good outcomes for people with severe mental illness and offending histories. It is based on the Recovery Approach, a high level of skill and experience in helping people manage their mental health, good teamwork and boundaries, skilled staff who are well trained and supported, external clinical supervision, strong supportive management and clear policies and procedures.

St Martins is committed to developing new services in response to demand from commissioners. In the past year we have committed £2.5m of investment in the development and upgrade of existing services. We opened an 18 bed, community forensic service in Wembley, west London, in November 2012. This development is part of our strategy to have community forensic services that are accessible to commissioners everywhere in London. We also opened a new step-down scheme for men in Islington and completed the ground floor refurbishment of both of our flagship care homes in Islington in March 2012.

Looking forward

Our external environment continues to change as we seek to realise our strategic vision to be the leading provider of community forensic services in London. The implementation of the Health and Social Care Act has heralded major changes in the NHS and how services are commissioned and delivered. Clinical Commissioning Groups have taken over from Primary Care Trusts in commissioning local health services, including mental health.

NHS England is now responsible for commissioning all secure mental health services in England and is creating a pathway from “high secure to the high street,” that reduces length of stay and creates greater throughput in the system. The changes in statutory services and commissioning will lead to an increased number of people stepping down from secure services into the community.

Over the next 12 months:

- We will continue to develop new services in response to demand from NHS partners.
- We will develop partnerships with private sector secure mental health care providers.
- We will expand our domiciliary care service.
- We will pilot a service for young people (aged 18-25) with mental health problems and histories of offending.

On a sad note, John Kennedy, Vice Chair of the Board, died on 6th June 2013 aged 84 at Stoke Mandeville Hospital. John had been a Board member since 2000 and his knowledge, experience, wisdom and humour will be greatly missed. We would like to take this opportunity to thank all our staff, Board members, stakeholders and partners for their dedication, hard work and commitment over the past year. Together we have achieved excellent outcomes and enhanced the recovery and life chances of our residents. We look forward to working with you all once again in the year ahead.

During 2012/13:

22 months

The average length of stay reduced from 1 year 11 months to 1 year 10 months.

Amongst those who moved on from our services;

97%

who had identified a need to better manage their mental health had done so by the time they left our services.

87%

did not re-offend during their time with us.

79%

were better able to better manage a substance misuse problem.

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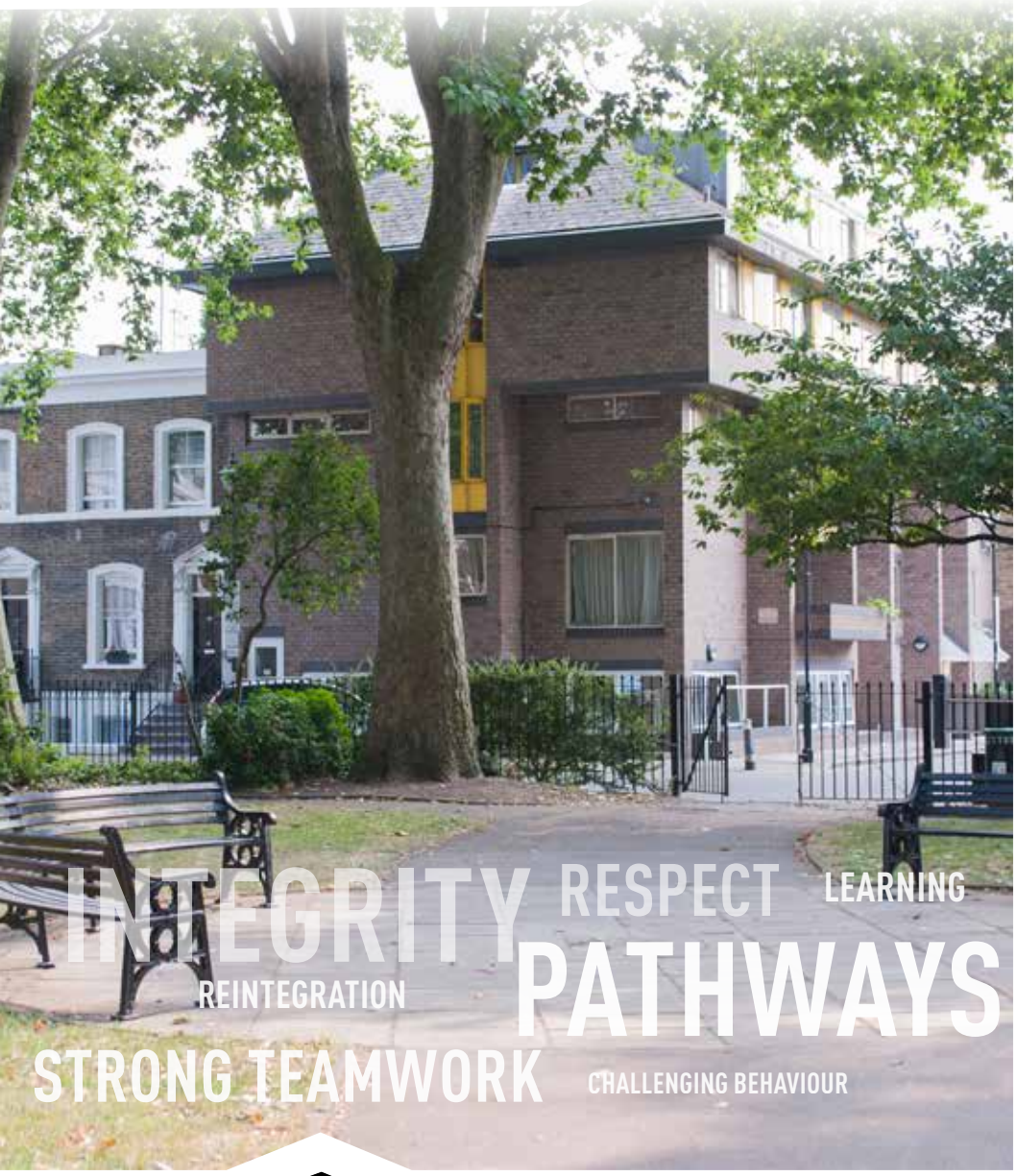


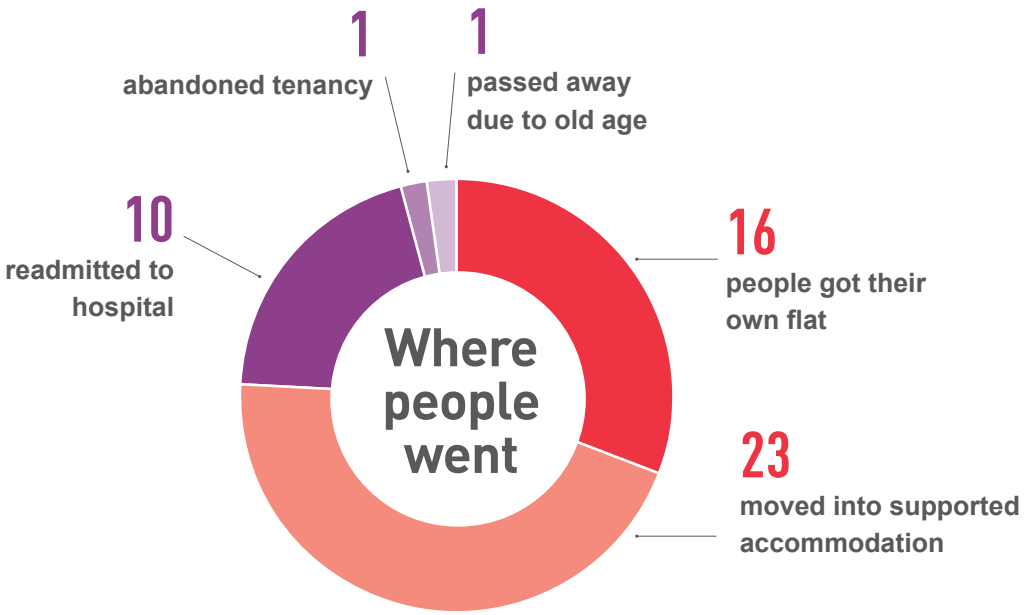
Improving pathways

St Martins offers people a safe environment to build upon their strengths. We use The Recovery Approach to improve pathways towards greater independence and less reliance on statutory services. Improving our residents' pathways for us is about providing consistency and daily interaction. We encourage people to start with small things whilst keeping bigger goals in sight.

Residents who moved on

51
people moved on from our services in 2012/13.

76%
of these individuals made a positive move.



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Benefiting from the Recovery Approach

At St Martins we use the Recovery Approach as we believe it offers people the best opportunity to live with serious mental illness. We know that Recovery can't take away symptoms but it can help people recognise that they have choices about how they deal with them and how they lead their lives. Many things can help, including medication, talking treatments, exercise or meditation. An emphasis on Recovery, can enable people to live a satisfying, fulfilling and rewarding life. It's all about putting the people who use our services at the very centre of what we do.

Care model

- **Assessment** – knowing the resident, identifying their needs, risks and suitability for appropriate services.
- **Care/Support Planning** – objectives are agreed with each resident, reviewed every six months and measured against the Recovery Star.
- **Keyworking** – weekly one to one session to drive care and support plans, monitor and encourage progress.
- **Activities** – are available on a daily basis to improve life skills and health as well as building confidence.
- **Reporting** – evidencing and communicating results to all relevant colleagues and external partners.
- **Review** – ensuring services remain relevant and helpful in order to support individual residents' needs.

The average length of stay for current residents across all services is 1 year 10 months, down from 1 year and 11 months in 2011/12.

Improving pathways for current residents

100%
say that harm from others has been minimised.

98%
say their incomes have been maximised.

97%
maintain their own living space without assistance.

97%
say they have increased contact with external services.

93%
have more contact with family and friends.

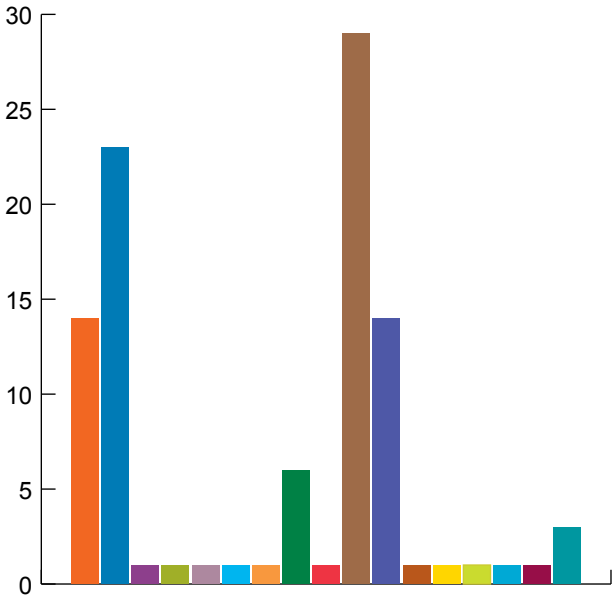
93%
are better managing their physical health.

87%
agree the risk of harm to others has been minimised.

82%
of those in debt have reduced their deficit.

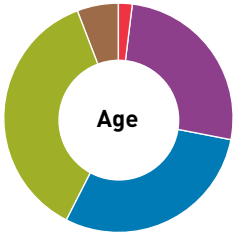
SERVICE USER DEMOGRAPHICS

Local authority of origin

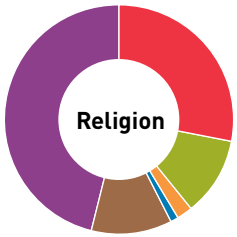


Hackney	14%
Islington	23%
Barnet	1%
Enfield	1%
Ealing	1%
Kensington and Chelsea	1%
Canterbury	1%
Camden	6%
Westminster	1%
Lambeth	29%
Newham	14%
Hammersmith and Fulham	1%
Greenwich	1%
Haringey	1%
Waltham Forest	1%
Halton	1%
Tower Hamlets	3%

White	33%
Mixed Race	7%
Asian or Asian British	5%
Black or Black British Caribbean	32%
Black or Black British African	16%
Other	2%
Refused	5%



18-19	2%
20-29	26%
30-39	29%
40-54	37%
55-64	6%
65+	0.0%



Christian	28%
Muslim	11%
Buddist	2%
Rastafarian	1%
Atheist	11%
No Answer	47%

Maximising independence in the community

Rossario has moved out of one of St Martins' high support care homes and now shares a property with two flatmates.

"I like this flat. We have a cleaning rota and we keep this place very tidy. We cook, and almost always for ourselves. My favourite dish is spaghetti nepolitana. Tasty. Healthy. Cheap. Vegetarian. My flatmates were also living in one of St Martins' care homes and moved here. They are out now. One is working at a bookshop. The other has gone shopping. We have some local shops. It's only a short walk through a nice area.

"The staff look after people well here."

We look after this flat ourselves and I am visited every couple of days by my keyworker. We have a chat. She checks how I am getting on. She seems to think I am doing OK. The staff look after people well here.

I speak Italian, English and some French. But when I came to London I spoke only Italian. I worked as a bricklayer. But I have been unable to work for some time now. I had to learn English and a teacher helped me to learn a little French.

I like reading. I read newspapers every day and also literature in English and Italian. Usually I read contemporary novels, but at the moment I am reading Paradise Lost by John Milton. I want to study an Open University literature course. So I need to read some more intelligent books, the sort of thing that is studied on literature courses.

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Positive change

St Martins encourages everyone to lead a healthy, active lifestyle. A busy timetable of classes, workshops and activities is available to all our residents. These organised sessions are designed to help people make positive changes to their lives. Regular encouragement and opportunities to learn, helps people improve literacy and numeracy, vocational, social, domestic, artistic and sporting abilities, amongst others.

"I do cooking and music. I like music 'cos you're creating sounds and stuff, and cooking 'cos you get food afterwards! I've learnt how to cook Moroccan and Italian food." Paul

"The Art group is a way of expressing myself on paper, I do what comes from the heart." Robert

"I go to Men's Group and Maths & English. I like them because they open up your mind. At Men's Group everybody brings their topic to the table and we discuss it. I've learnt new mathematical skills and English. It makes me remember all we used to do back in the day at school and college." Anonymous

97%

of residents participated in activities organised by St Martins during 2012/13.

Lessons, classes, activities and workshops in 2012/13 included:

- Literacy and numeracy
- Budgeting
- Managing debt
- Combating drug and alcohol abuse
- Moving on – what are the options?
- IT and computing
- Band practice
- Healthy eating
- Filmmaking, editing and video CVs
- Keep fit
- Yoga
- Art group
- Breakfast club
- Nutrition class
- Engagement with the community
- Drama group
- Current affairs discussion group
- Capital Ring walks
- Tours of Wembley stadium
- Arsenal FC's Red Zone training program
- Market and fairground trips
- Boat trips

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100%
of residents say they experience better life choices now they have accessed our services.

5 out of 10
residents who expressed an interest in attaining a qualification in 2013 have achieved that aim.

56%
of all St Martins' residents completed internal training courses in 2013.

Creating opportunities

Harpreet knows the value of creating opportunities. When he was at school, lessons didn't seem that important. But now he is learning as much as possible and using his new skills to apply for jobs and courses.

"I have just put in an application to be a Recovery College Peer Trainer. My application was in a week early and now I have to sit back and wait with my fingers crossed. It's a good role on a Band 4 salary and builds on work I've been developing. I've been going in to hospital and visiting people with mental health needs for several months. My title is Involvement Peer Support Worker and I work on a part-time basis. I'm part of a team of four Peer Support Workers, managed by a Coordinator. We've all been in hospital and moved on and know what's it's like. We're in a good position to advise people.

Our main focus is training people how to apply The Recovery Star. We also give people advice about what their options are when they come out of hospital. We're able to speak from personal experience and tell others about good and bad experiences. Through this work I've been involved in organising conferences for service users. I recently co-chaired a conference on the theme of compassion.

The other strand I am trying to develop is my artwork. I've always loved art and design. I've made a number of sculptures, invented and designed board games, painted and I like to draw too. I finished a six month computer-aided design course in January 2013. I learned how to use In Design, the industry standard tool used by designers across the working world. But work isn't everything. I want to better myself. I want to learn.

I applied for some courses at university this year, but didn't get in. This was a big knock-back for me. But you have to carry on, make small improvements all the time and learn from your mistakes. So I'm applying for product design courses at university and hope to begin next year, in September 2014."

"You have to carry on, make small improvements all the time and learn from your mistakes."

Innovation, respect and integrity

“Each day throws up new challenges, and St Martins’ staff have proved that they are up to the task time and time again. Thank you to all our frontline staff, who show great innovation, respect and integrity in working with challenging clients, encouraging them to take positive risks and supporting their recovery. Your patience, professionalism and dedication under pressure is inspiring. Thank you also to our administrative staff members, who support the frontline work and help to ensure the continued success of the organisation.”

Dr. Vimala Uttarkar, Director of Operations

Staff excellence

Areas of excellence highlighted by external partners include:

- Knowledge and understanding of clients
- Responsiveness to crises and developing situations
- Communication
- Timeliness
- Empathy and listening skills
- De-escalating challenging behaviours
- Reporting concerns to the appropriate authority
- Providing a safe and nurturing environment

Staff benefits

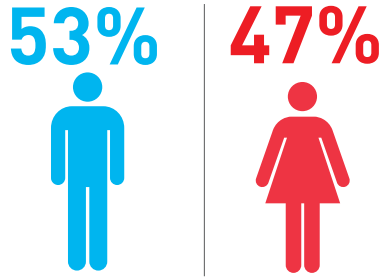
St Martins offers a generous package of benefits to fulltime members of staff. These include:

- A contributory employment pension scheme
- Ride to work scheme
- Interest free season ticket loan scheme
- Childcare vouchers
- Maternity leave
- Paternity leave
- Access to counsellors and impartial, independent advice

STAFF MEMBER STATISTICS

White British	33%	Black African	19%	Asian Indian	4%
White European	10%	Black British	14%	Asian Bangladeshi	2%
White Irish	8%	Black Caribbean	8%	Asian Pakistani	2%
Total	51%	Total	41%	Total	8%

Gender breakdown



86%
of service users rated staff as helpful and polite.

Staff initiatives

All staff are encouraged to come up with intiatives that improve our working practice and help service users to gain confidence, positive experience and better health. Some initiatives in 2013 have included:

- Capital Ring walks
- Equality and diversity workshops with local councillors
- Service user gardening schemes
- Open days for mental health professionals and service users
- Keep fit classes
- Making literacy and numeracy fun

Staff opportunities

St Martins' runs a comprehensive training program which integrates individual development needs identified in annual appraisal meetings with mandatory courses for all staff. Core areas of training are:

- The Recovery Approach and Recovery Star
- Risk assessment and management planning
- Needs assessment and support planning
- Medication, health and safety
- Working with personality disorder
- CQC regulations, first aid and fire safety

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Income and expenditure

	2013 £	2012 £
Turnover	3,358,331	3,951,905
Operating costs	(3,053,758)	(3,872,840)
Operating Surplus	304,573	79,065
Interest receivable and similar income	1,901	4,813
Interest payable	(2,489)	(2,925)
Other income:		
Unrestricted donations	300	1,600
Surplus on Ordinary Activities*	304,285	82,553
Revenue reserve brought forward		
-as previously reported	3,057,085	3,819,205
-prior year adjustment	-	(844,673)
Revenue Reserve Carried Forward	3,361,370	3,057,085

* Note that the surplus on ordinary activities for 2013 includes £268,708 profit on sale of a property.

Auditors report
The Income and Expenditure Account and Balance Sheet are not the full statutory accounts but are a summary of the information which appears in the full financial statements. The full financial statements have been audited and given an unqualified opinion. The full financial statements were approved by the Board of Management ["Trustees"] on 11 July 2013 and a copy will be submitted to the Homes & Communities Agency. These summarised financial statements may not contain sufficient information to allow for a full understanding of the financial affairs of the Association. For further information the full annual financial statements, including the auditor's report, can be obtained from the Association's offices at 318-320 St Pauls Road, London N1 2LF.

AUDIT REPORT

Independent Auditors' statement to the Members of St Martin of Tours Housing Association Limited
We have examined the summarised financial statements of St Martin of Tours Housing Association Limited for the year ended 31 March 2013.

This statement is made solely to the Members of St Martin of Tours Housing Association Limited represented by the Trustees, as a body, in accordance with the terms of our engagement. Our work has been undertaken so that we might state to the Members those matters we have agreed to state to them in this statement, and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Members of St Martin of Tours Housing Association Limited for our work, for this statement, or for the opinions we have formed.

Respective responsibilities of the Trustees and auditors
The Trustees are responsible for preparing the summarised financial statements in accordance with applicable United Kingdom law and the Accounting Direction for Private Registered Providers of Social Housing 2012.

Our responsibility is to report to you our opinion on the consistency of the summarised financial statements with the full financial statements and the Trustees' Annual Report. We also read the other information contained in the summarised annual report and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the summarised financial statements.

Auditor's report continues on page 17

Balance Sheet

	2013 £	2012 £
Fixed Assets		
Housing properties (Cost less depreciation)	10,430,471	9,694,469
Less: Social housing grant	(6,525,456)	(6,525,456)
	3,905,015	3,169,013
Other fixed assets	131,057	156,031
	4,036,072	3,325,044
Current Assets		
Properties for sale	91,509	187,351
Debtors	141,486	89,934
Cash at bank and in hand		
- restrictred	8,973	8,973
- unrestricted	411,247	872,188
	653,215	1,158,446
Creditors: Amounts falling due within one year	(582,501)	(682,126)
Net Current Assets	70,714	476,320
Total Assets less Current Liabilities	4,106,786	3,801,364
Creditors:		
Amounts falling due after more than one year	155,568	154,432
Capital and Reserves		
Capital reserve	28	28
Called up share capital	39	38
Restricted reserves	377,431	377,431
Designated reserves	212,350	212,350
Revenue reserves	3,361,370	3,057,085
	4,106,786	3,801,364

We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board. Our report on the company's full annual financial statements describes the basis of our opinion on those financial statements and on the Trustees' Annual Report.

Opinion
In our opinion the summarised financial statements are consistent with the full annual financial statements and the Trustees' Annual Report of 11 July 2013 for the year ended 31 March 2013.

Neil Finlayson (Senior Statutory Auditor)
For and on behalf of Kingston Smith LLP, Statutory Auditor
Chartered Accountants and Registered Auditors
Devonshire House
60 Goswell Road
London EC1M 7AD

St Martins
PARTNERS IN MENTAL HEALTH RECOVERY

Board members and senior management

Board members as at July 2013

Chair	Nick Purchase MBA, MSc, CQSW
Treasurer	Mayan Shah EMBA, FCCA, BA
Board member	Dr Tony Kearns FRCPsych
Board member	Catherine Cox
Board member	Dr Phyllis Starkey BA, PhD
Board member	John Whitton HNC MechEng
Board member	Malcolm King BA, MSc, AFAL
Board member	Peter Spelman BA, CQSW, MBA
Board member	John Docherty Fellow CIPD

The Vice Chair, John Kennedy died in June 2013. Joanna Cooke and Hopeton Elliott resigned in July 2013. Clive Blackwood has been appointed to the Board as of September 2013.

Senior management team

John Thompson

Chief Executive

John has been the Chief Executive of St Martins since 2004. He has 22 years experience of developing and managing services in mental health, substance misuse, criminal justice and housing. He was Director of Operations at ARP for 7 years, a London drug and alcohol agency and prior to this worked in rough sleeping services in London for 6 years. He is the Chair of Westminster Mind and a strong advocate of the Recovery Approach and service user involvement.

Philip Bowles

Director of Finance and Company Secretary

Philip is a Chartered Accountant and worked in group finance for property development and investment companies, including listed property group Bilton plc before becoming Finance Director of an IT development group. He joined St Martins as Director of Finance and Resources in 2001 and is responsible for the Association's financial strategy, IT and corporate risk management. Philip sits on the Audit & Risk Management Committee of the National Housing Federation.

Dr Vimala Uttarkar

Director of Operations

Vimala is a qualified social worker, who managed and supervised multidisciplinary staff in statutory services for over 15 years before moving to her current post at St Martins in 2005. She is a Mental Health Commissioner with the Care Quality Commission, an expert with the College of Social Work and the treasurer for the Centre for Social Work Practice. She holds a doctorate from the University of East London and is a visiting lecturer for the Doctoral Programme at the Tavistock, where she mentors and supervises research students.

Jonathan Mumford

Director of Maintenance and Property Services

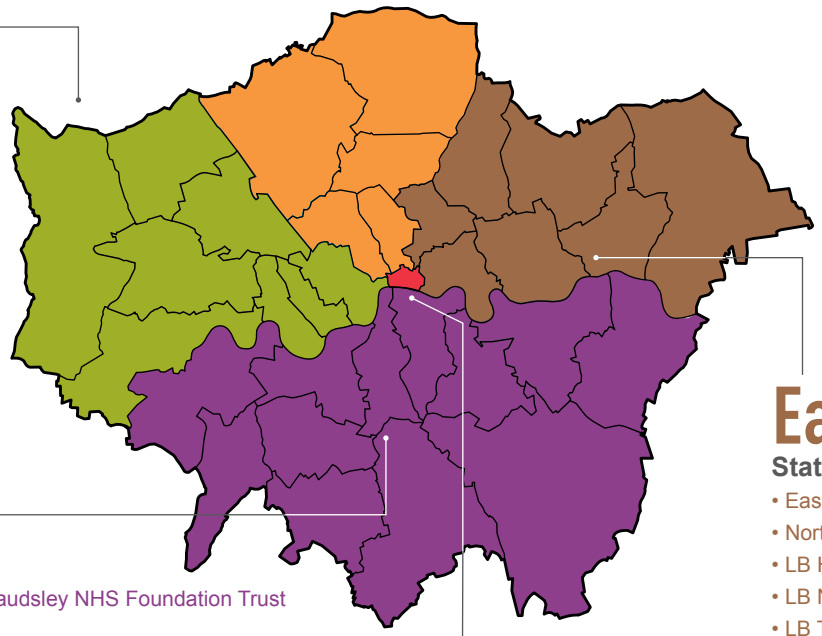
Jon is a qualified architect who has worked for various local authorities, as an Associate in a private architectural practice and in retail development. Moving into the voluntary sector in 1991, he joined Providence Row HA as Development Director and during his 10 years at PRHA developed over 400 bedspaces for homeless people. In 2002 he moved on to Cara Irish HA, before joining St Martins in 2009. Jon is a Trustee of Providence Row Charity and a Board Member of Rickmansworth Churches HA.

Joint working and partnership

West

Statutory Bodies

- Central and North West London Mental Health NHS Trust
- Inner North West London NHS Foundation Trust
- Royal Borough of Kensington & Chelsea
- West London Forensic Service
- West London Mental Health NHS Trust
- City of Westminster
- LB Brent
- LB Ealing
- LB Hammersmith & Fulham
- LB Harrow
- LB Hillingdon
- LB Hounslow



North

Statutory Bodies

- Barnet, Enfield and Haringey Mental Health NHS Trust
- Camden and Islington NHS Foundation Trust
- North Central London NHS Primary Care Trust
- North London Forensic Service
- LB Barnet
- LB Camden
- LB Enfield
- LB Haringey
- LB Islington

East

Statutory Bodies

- East London and the City Mental Health NHS Trust
- North East London NHS Foundation Trust
- LB Hackney
- LB Newham
- LB Tower Hamlets
- LB Waltham Forest
- The John Howard Centre

South

Statutory Bodies

- The South London and Maudsley NHS Foundation Trust
- NHS South East London
- Oxleas NHS Foundation Trust
- South West London and St George's Mental Health NHS Trust
- LB Greenwich
- LB Lambeth
- LB Wandsworth

Pan London

Statutory Bodies

- London Probation Trust
- NHS England

Statutory Bodies Outside of London

- Canterbury City Council
- Halton Borough Council

Trust and individual donors

- The Morris Charitable Trust
- The CA Redfern Charitable Foundation

Housing Associations and voluntary Partners

- Brent, Islington Mind
- Brunel University
- Causeway Irish Housing Association
- City of London College
- Hackney College
- Harley Road Day Centre
- Islington and Shoreditch Housing Association
- London Metropolitan University
- Voluntary Action Islington
- Volunteer Centre Camden

St Martins
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Solicitors
Devonshires

Bank
The Royal Bank of Scotland

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Will Jennings and Carlo Zambon

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