

Expanding Horizons



Purpose:

St Martins is a Registered Social Landlord and a leading specialist provider of housing, care, support and community reintegration services to people over 16 who have mental health problems, ex-offenders with support needs and people at risk of offending. We specialise in providing services for mentally disordered offenders.

Vision:

St Martins exists to develop the potential of its service users in order to maximise their independence.

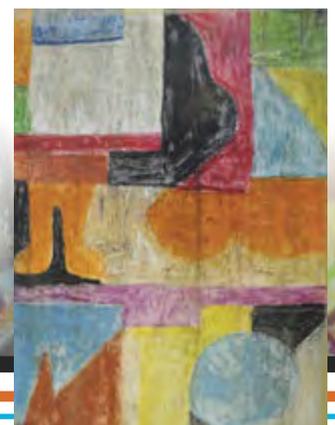
Values:

St Martins believes that everyone associated with it should be treated with fairness, justice, respect, equality, integrity and probity.

Robert Omer 1971-2010

Robert, who was a resident at St Martins' Davenant Road project, died very suddenly last year. He was a keen and prolific artist and had been keen to have his artwork seen by other people. In addition to featuring in *Connect*, St Martins' service user newsletter, Robert's work was also exhibited at the 2010 Annual General Meeting.

The defining feature of Robert Omer's drawings is his attention to detail. Throughout this report, his work has been used to provide colour and interest. Robert would approve.





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Foreword by Joanna Zinkin



I'm enjoying life and doing normal things like going to the gym and swimming. I'm getting interested in alternative therapies – particularly those that help with stress – and my cooking's improving all the time! Pumpkin risotto is my signature dish of the moment.



Performance poetry and pumpkin risotto

Hello, I'm Joanna and I have been asked to write a little about myself and to provide the introduction for this annual review. I've been living independently of the support I received from St Martins for some time now but I still keep in touch with other service users. It's true to say that, whilst I have moved on and St Martins continues to develop its services across London, the emphasis on independent living skills and support for personal growth and development remain important features of what St Martins does. I hope you enjoy reading this review.

Having spent a decade in and out of various specialised mental health units, I was able to get a place with St Martins at their Caledonian Road project in Islington. That was back in late 2005 and it turned out to be a major turning point in my life. At last I had my own kitchen and bathroom and, whilst it was always going to be temporary, it still felt like home.

As I grew stronger and more independent my needs changed and I found myself "moving on" to less intensively supported housing. By this point I was developing a much better understanding of myself – my differences and similarities to others, and the things which had made me feel uncomfortable in the past with other people.

Since 2009 I have been living independently in my own flat with no problems at all. At first it was quite frightening but I was able to face it and build self discipline and routines which helped me. I managed to give up smoking in 2010 and have been involved with Islington Music Forum and an organisation called "Clean Break", through which I was able to create some performance poetry.

Overall, I'm enjoying life and doing normal things like going to the gym and swimming. I'm getting interested in alternative therapies – particularly those that help with stress – and my cooking's improving all the time! Pumpkin risotto is my signature dish of the moment.



Chair & Chief Executive's report

It gives us great pleasure to introduce St Martins' annual review for 2010/11. The title of the review is *expanding horizons* which elegantly encapsulates how our residents are moving on in their lives. We hope you enjoy reading about our work, the lives of our residents and their journeys of recovery.

In May 2010, a new Coalition government was elected and this has caused considerable change in our operating environment. Deep public expenditure cuts are a central plank of the government's strategy to reduce the structural deficit and, over the past year, these cuts have begun to impact on the housing and social care sectors in which we operate, and on all public services.

The Coalition government has begun to re-shape our landscape in other ways too. Across the public sector, change and reform are key themes; the Localism Bill introduces changes in local government and new rights and powers for communities and individuals. Major

changes to the NHS and how services are planned and commissioned are being consulted on and will be enacted in the Health and Social Care Bill. Welfare reform will affect our residents, both during their stay at St Martins and when they move on to independent accommodation. Our task is to remain informed and engaged with public sector reform and the changes it brings, and ensure we continue to provide personalised, value for money services that help our service users develop their full potential and lead more independent lives.

During the year, 89% of residents leaving our forensic care homes moved into independent accommodation. 100% were better able to manage their mental health and 100% complied with statutory orders. We are immensely proud of these outcomes and remain committed to using the Recovery Approach to help our residents make positive changes in their lives.

We continuously seek to develop our practice and improve positive

outcomes for our residents. In order to build on our impressive outcomes, we have trained all our staff in the use of the Recovery Star. This tool is designed to help residents understand where they are in the recovery process and to provide both staff and residents with a visual representation of the recovery journey. The Recovery Star identifies and measures 10 core areas: managing mental health; self-care; living skills; social networks; work; relationships; addictive behaviour; responsibilities; identity and self-esteem; and trust and hope.

Despite the cuts in public expenditure and the changes in our operating environment, St Martins is committed to developing new services in response to demand from commissioners, and in the past year has committed £3m investment in service development and the upgrading of existing services.

In February 2011 we purchased a small house, 45 Wilton Square, and works will begin in July 2011 to

refurbish the building and develop three units of move on accommodation for residents. We began a major refurbishment of Ferrini House in London Borough of Lambeth which will be completed in July 2011. We have also appointed contractors to carry out the second phase of the refurbishment of our flagship care homes, New North Rd and Wilton Villas. These works will begin in August 2011 and last for nine months.

We are aware that the public expenditure cuts will have a negative impact but will also present opportunities for us to develop new services in response to identified need. We will remain agile and flexible in responding to opportunities and gaps in the market as we seek to achieve our strategic ambition of being the leading provider of community forensic services in London.

We have purchased a 17 bed registered care home in Brent, west London which will open at the beginning of 2012 as a community forensic service covering west and

north-west London. We are seeking a building in south-west London to establish a similar service in response to demand from commissioners. We have identified a building in Islington and plan to open our first women's forensic services in the next 12 months and are seeking a suitable building in east London for a second women's service.

Many of St Martins' residents are vulnerable and can present with a range of acute and complex problems, including challenging and sometimes violent behaviour towards others, to being traumatised and at risk of self-harm and of harm and exploitation by others. Our staff continue to demonstrate the professionalism and commitment that this often difficult and demanding work requires. We take this opportunity to thank them, and all our partners, for their contribution to the mission which we all share at St Martins; helping our residents develop their full potential and live life as independently as possible.



Nick Purchase
Chair



John Thompson
Chief Executive

Matthew Rossor



Our recovery-based approach to community rehabilitation and the development of life skills is key to our service users being able to live fulfilled and independent lives.

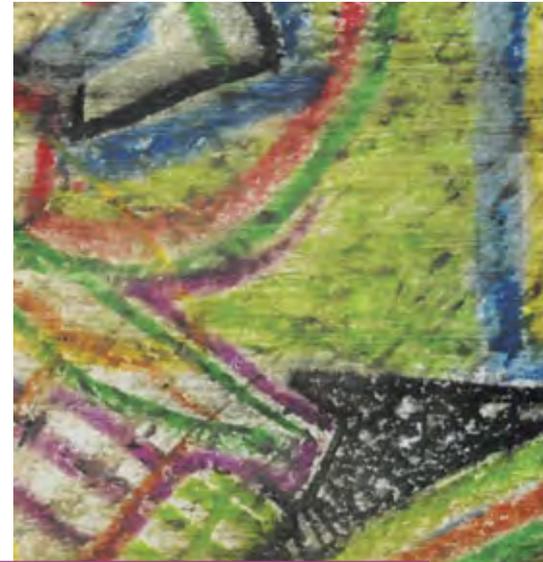


Building skills and facing new challenges

I like to think I look younger than I am but the fact remains that after more than 12 years working within St Martins I'm one of the "elder statesmen" among the staff team! A lot has happened over that time, both in terms of changes across the organisation and developments in my own career.

Starting out as a project worker in youth services, I gained experience in providing floating support to adults with mental health needs before being selected to manage a residential mental health project in Islington. While I cut my management teeth there I was also expanding my knowledge base with a post graduate diploma in counselling and further study in the area of transactional analysis. I found myself contributing to the work of the forensic psychotherapy team at Pentonville and Holloway prisons.

My current challenge is to manage our new residential care home for people with enduring mental health problems in Wembley. Our recovery-based approach to community rehabilitation and the development of life skills is key to our service users being able to live fulfilled and independent lives. I have led the training of our staff in the Recovery Approach for the past two years and am very much looking forward to applying the principles of that in our new care home.



Learning and development – the key to service improvement

A key characteristic of St Martins' staff is the desire to learn and develop improved practice. This is reflected in our vocational training programme and in the range of learning activities which we offer. During the past year we have built on our expertise using, among many others, the following interventions:

- The Personality Disorder Virtual Learning Awareness Programme developed by the Tavistock and Portman NHS Trust and Nottingham University.
- A programme of workshops supporting the senior management team in introducing the use of the Balanced Scorecard approach to business planning and decision-making.
- Coaching skills training for front line managers.
- NHF Board training in risk management and audit.
- ILM Level 5 leadership diploma for registered care managers.
- Level 2 and 3 diplomas in health and social care.

Vincent Murrain

“

I want to do something in catering, probably part time to start with but you never know. In the meantime I'm carrying on with the stuff I enjoy doing like cooking – I do a mean curried goat – and yoga.

”



Horse-racing, curried goat and learning to be more “savvy”

Hello, I’m Vincent and I now live in my own flat in Islington having spent the past five years in supported accommodation with St Martins. I did like living with St Martins; the scenery was nice and having my own key was great but being in my own place is a different challenge altogether! Once I felt ready to move on I was really motivated to get this place. I saved for ages and have been able to buy my own bed and carpets.

I think I’ve come a long way recently. My physical and mental health problems have meant that I’ve had to go to hospital now and then, but I’m much more independent than I was. As well as being calmer and a bit more confident, I also feel a bit more “savvy”. I like people and using my new confidence to make more friends and get out and do things in my area. I’m quite interested in politics and I’ve started going to

Labour party meetings in my constituency. It’s really interesting.

The hard bits? Well, bills, budgeting and forms are a bit of a struggle, but I still get help from a keyworker with that sort of thing so I manage. I’m beginning to think about trying to get a job now. I want to do something in catering, probably part time to start with but you never know. In the meantime I’m carrying on with the stuff I enjoy doing like cooking – I do a mean curried goat – and yoga. I also like horse-racing but I never bet; I’m saving up for a new set of pans for my kitchen!



Susie Horsford

“

I really want to become a professional artist and hopefully hold an exhibition soon. If I can, I'll sell some paintings and donate some of the proceeds to charity.

”



Abstract art and the power of positive thought

For many years I have felt emotionally troubled. As far back as secondary school I began to suffer from anxiety and later experienced more serious mental health problems. For a long time I thought that feeling the way I did was normal but eventually I realised it wasn't and I was able to get some help.

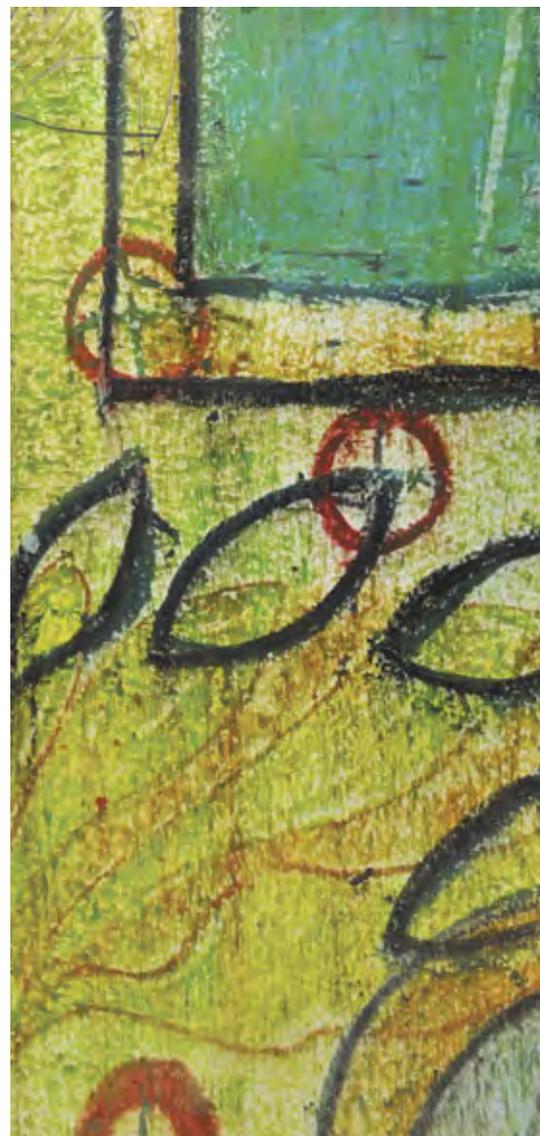
I've been a service user with St Martins for a couple of years. I live in my own flat but still get regular support from my keyworker which has been really helpful to me. Support on many of the practical aspects of living on my own – like accessing services, filling in forms and accessing volunteering work – has freed me up to concentrate on feeling better about myself.

These days I am much less depressed and probably no more anxious than anybody else. I have learned to have a better attitude towards myself and try to think

positively. I still have mental health issues but I am very disciplined in taking my medication and maintaining a healthy diet.

Two areas of change in my life have been especially important to me. While exploring how positive thought can improve wellbeing I discovered Christianity and, for me, this has really helped. The second big change has been through my renewed commitment to art. I started painting about ten years ago but only when I got involved with an organisation called Core Arts did I discover how my art helps me manage my feelings. Some people think my paintings of people look like some of Picasso's works but I don't feel influenced by him. I just experiment, and paint people as I see them in my mind's eye.

I really want to become a professional artist and hopefully hold an exhibition soon. If I can, I'll sell some paintings and donate some of the proceeds to charity.



Ray Gorthy



One of my main pastimes is photography and I had some pictures I took at Woburn Safari Park last year exhibited at St Martins' annual general meeting. I have another collection of unusual aspects of London taken from the Thames which I am going to display at this year's event.



Mechanical rhinos, and other observations

Ray Gorthy recently moved into his own flat in Islington after spending five years in St Martins' supported housing schemes. A veteran of the Falklands conflict, Ray arrived in London from his native Scotland in 2005, only to find himself unexpectedly homeless and unemployed.

I had a difficult time of it for a while, becoming both mentally and physically quite unwell at the same time as finding myself adrift in London. It was especially difficult for me as I had always been a hard worker; I was an HGV driver, a joiner and an electrical engineer at different times after I'd left the army.

I felt a lot better once I moved into temporary housing at St Martins, although because it was temporary I always felt I was waiting to move on. After a bit longer than I'd expected, I moved into this new flat in May 2011. I find it quite hard to

get around so the fact that I was able to get a place near my GP is great. I also get a mobility scooter every other week and am exploring more of the area. I've done almost all the decorating and furnishing myself here; last week I went to the DIY shop to plan how much gravel I'm going to need to sort out my front garden.

One of my main pastimes is photography and I had some pictures I took at Woburn Safari Park last year exhibited at St Martins' annual general meeting. Among the wildlife images I shot were some of rhinos which stood so still some of us thought they must be mechanical! I have another collection of unusual aspects of London taken from the Thames which I am going to display at this year's event. My mobility problems mean that my computer is very important to me – both for working with my photographs and for things like grocery shopping. But this year I am going to try to get out more and meet more people in my new area.



Move on

This year **135** service users moved on to other accommodation, an increase of 10% on last year

The average stay across all services has decreased to exactly **2 years** compared to more than two years in 2009-10

The average time spent in our care homes has reduced markedly from 3.5 years to **2.5 years**

The average stay in offender services has reduced from 1.5 years to **1 year** and the average stay in youth services is now **1.7 years**, down by an average of 11 weeks from last year

More people are accessing long term accommodation – **60%** this year

69% of move on from offenders services was into private sector properties

89% of those moving on from our forensic care homes in the last year moved in to permanent homes with independent tenancies



How our support works

93% of service users who had identified a need to better manage their mental health had done so by the time that they left our services. This figure was **100%** for those in our care homes

100% of care home service users felt that they had been assisted towards better life choices by the time they left our services

100% of care home service users who needed to comply with statutory orders did so

93% of service users wishing to better manage their physical health had done so by the time they left our services

96% of those who identified a need to maximise their income had done so by the time they left our services

85% of those who needed to reduce their debts had done so by the time they left our services

66% of those who had identified a need to better manage a substance misuse problem had done so by the time they moved on from our services

92% of service users who identified a need to participate in activities were helped to do so. This figure rose to 100% for those in our care homes

57% identified a need for training. Of those who participated, 28% successfully undertook training that led to a qualification

82% of those who needed support with self harm had achieved better management of the problem by the time they moved on

Overall, **94%** of service users reported the ability to exercise improved choice by the time they left our services

Service user demographics

Gender

59% of all service users were male

Ethnicity*

51% who gave their ethnicity said they were of Black or Black British origin

31% of all service users who gave their ethnicity said they were of White origin

5% of all service users who gave their ethnicity said they were of Asian origin and a further 5% of Chinese origin, and 6% mixed

Age

26% of all service users were aged under 20 years

51% were over 30 years of age

Statutory frameworks

77% of all of our service users were being managed under the Care Programme Approach at the point that they joined our services

4% were being managed under MAPPA arrangements

3% were taking part in Drug Intervention programmes

Area of origin

Service users originated from **18** different local authority areas, **17** of them London boroughs

56% of all service users originated from London Borough of Hackney

16% of service users originated from London Borough of Islington

10% of all service users originated from London Borough of Lambeth

* Ethnicity is collected in line with ONS Statistical descriptions.

Secondary needs

25% of all service users, regardless of why they were referred to the service reported that being homeless was one of their needs

13% had complex needs

13% reported problems with drug use and 9% with alcohol

Religion

36% reported being Christian

32% were recorded as unknown, a further 6% reported having no religion, and 4% refused to answer

9% reported they were Islamic

Less than **2%** named Hinduism, Buddhism, Atheism and Judaism

Sexual orientation

80% said they were heterosexual

2% said that they were gay or lesbian

Economic status

6% were full time students at the point they left our services

37% were claiming job seekers allowance

35% were long term sick or disabled

13% were not seeking work

2% were in paid work

Housing stock and rent levels 2010/11

	Bedspaces	Average rent
Registered Care Homes (inclusive of care costs)	46	£959.04
Hostels	26	£149.26
Shared houses	30	£128.50
Self-contained flats	45	£153.91
Bedsits	6	£102.77
Floating support schemes in management	107	
Voids excluding Registered Care Homes		4.3%
Gross arrears		6.3%

Income and expenditure

For the year to 31 March:

	2011 £	2010 £
Turnover	3,960,491	4,187,825
Operating costs	(3,906,846)	(4,074,028)
Operating surplus	53,645	113,797
Interest receivable and similar income	28,889	40,654
Interest payable	(3,357)	(7,683)
Other income:		
Unrestricted donations	2,600	3,336
Restricted donations	380	440
Profit on disposal of properties	–	6,000
Surplus on ordinary activities	82,157	156,544
Transfer from/(to) restricted reserves	120	(440)
Revenue reserve brought forward		
– as previously reported	3,736,928	3,675,584
– prior year adjustment	–	(94,760)
Revenue reserve carried forward	3,819,205	3,736,928

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 accounts. The full accounts have been audited and given an unqualified opinion. The full accounts were approved by the Board on 14 July 2011 and a copy will be submitted to the Tenant Services Authority. These summarised accounts may not contain sufficient information to allow for a full understanding of the financial affairs of the Association. For further information the full annual accounts, including the auditor's report, can be obtained from the Association's offices at 318-320 St Pauls Road, London N1 2LF.

Independent Auditors' statement to the Trustees 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 2011.

Respective responsibilities of the Board and auditors

The Board are responsible for preparing the summarised financial statements in accordance with applicable United Kingdom law and the Accounting Requirements for Registered Social Landlords General Determination 2006.

Our responsibility is to report to you our opinion on the consistency of the summarised financial statements with the full financial statements and the Boards' 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.

We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board.

Opinion

In our opinion the summarised financial statements are consistent with the full annual financial statements and the Boards' Annual Report of 14 July 2011 for the year ended 31 March 2011.

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

Balance sheet

As at 31 March:

	2011 £	2010 £
Fixed assets		
Housing properties (Cost less depreciation)	8,059,752	7,781,351
Less: Social housing grant	(6,279,159)	(6,028,159)
	1,780,593	1,753,192
Other fixed assets	185,802	202,635
	1,966,395	1,955,827
Current assets		
Properties for sale	187,351	95,842
Debtors	141,778	157,283
Cash at bank and in hand – restricted	8,973	8,973
– unrestricted	3,142,038	3,477,006
	3,480,140	3,739,104
Creditors: Amounts falling due within one year	(851,969)	(654,571)
Net current assets	2,628,171	3,084,533
Total assets less current liabilities	4,594,566	5,040,360
Creditors: Amounts falling due after more than one year	185,519	216,173
Recycled Capital Grant	–	497,297
Capital and reserves		
Capital reserve	28	27
Called up share capital	33	34
Restricted reserves	377,431	377,551
Designated reserves	212,350	212,350
Revenue reserves	3,819,205	3,736,928
	4,594,566	5,040,360

Joint working and partnership

Statutory bodies

LB Barnet
LB Enfield
LB Hackney
LB Hammersmith and Fulham
LB Haringey
LB Islington
LB Ealing
LB Greenwich
LB Waltham Forest
LB Lambeth
LB Newham
LB Tower Hamlets
City of Westminster
Royal Borough of Kensington and Chelsea

Kent County Council
Barnet, Enfield and Haringey Mental Health Trust
East London and City Mental Health Trust
South West London and St George's Mental Health Trust
West London Mental Health Trust
Camden and Islington Mental Health Trust
Camden Primary Care Trust
Haringey Primary Care Trust
Islington Primary Care Trust
London Probation Trust
North London Forensic Service
The John Howard Centre

Trust and individual donors

The Morris Charitable Trust
The CA Redfern Charitable Foundation

Housing associations and voluntary partners

Islington and Shoreditch Housing Association
Sanctuary Housing Association
Southern Housing Group
Volunteer Action Islington
Hanley Road Day Centre
Hackney College
City of London College
London Metropolitan University





The team

Board members as at July 2011 and dates of appointment

Chair	Nick Purchase MBA, MSc, CQSW	2003
Vice Chair	Barbra Carlisle BA FCIH	2009
Treasurer	Mayan Shah EMBA, FCCA, BA	2004
Board Member	Dr Tony Kearns FRCPsych	2005
Board Member	John Kennedy MA	2000
Board Member	Catherine Cox	2007
Board Member	Hopeton Elliott	2007
Board Member	Rosalind Ugwu BA, MCIH, MCMI	2009

Senior management team

Chief Executive Officer	John Thompson MA, MSc, BA
Director of Finance and Company Secretary	Philip Bowles FCA
Director of Operations	Dr Vimala Uttarkar BSc, MA, MPhil, PhD
Director of Human Resources and Communications	Philip Smith BA, PGDip, Chartered MCIPD
Director of Maintenance and Property Services	Jon Mumford BSc, Dip.Arch



Registered office

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Auditors

Kingston Smith

Solicitors

Devonshires

Bank

The Royal Bank of Scotland

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