

Annual Review 2016

A leading provider of mental healthcare
and accommodation in London

About Us

St Martins is a leading provider of mental healthcare and accommodation in London. We deliver positive outcomes for people with mental health needs, learning disabilities and offender backgrounds. We offer people 24 hour support and a safe place in the community to become as independent as possible, when they move on from hospital wards, prisons or placements at other providers.

Mission

Our mission is to improve the pathways and opportunities for people stepping down from secure hospitals, prisons, mental health and learning disability 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 most effective mental health recovery partner in London for people who have enduring and complex needs.

Values

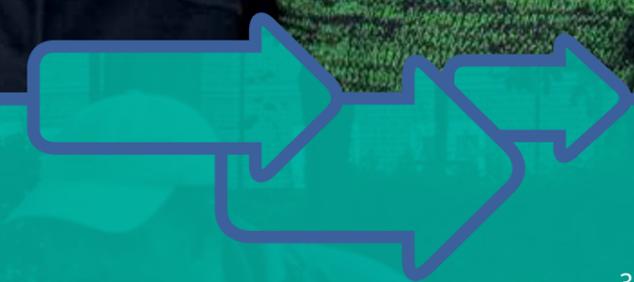
- We believe that everyone associated with us should be treated with fairness, justice and respect.
- We believe that everyone has the potential for positive change.
- We are committed to promoting diversity and equality in all our activities.
- We expect staff and Board members to carry out their responsibilities 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.



Photo © Tanya Geddes

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Chair and Chief Executive's Report

We are delighted to present St Martins' annual review for 2015/16. We hope you enjoy reading about our work, the lives of our residents and their journeys of recovery. During the last year, we have continued to focus on the challenges presented by changes in our operating environment, particularly the increasingly complex needs and challenging behaviour of new referrals to our services. Despite the difficult operating and financial environment we have achieved excellent outcomes, further growth in our core business and strong financial results.



In response to the increasingly complex needs of new referrals to our services, we continued to implement the recommendations from a rigorous review of our philosophy of care. The key changes that we implemented in the past year are centralising our service user assessment process and the employment of experienced external assessors. This has resulted in higher quality and more timely assessments and better quality care plans. We have improved the pathway of service users through St Martins with 6 week, 12 week and annual reviews and improved our systems for recording and monitoring incidents and complaints.

As a result of our competitive tender, we were awarded a contract in Islington for two supported housing mental health services. One was an existing St Martins' service and the other was a service transferred from another provider. In response to demand from commissioners and changes in policy for people with learning disabilities, we opened a 5 bedroom property for people with a dual diagnosis of learning disability and mental illness. We have continued to review and

"Our task is to remain informed and engaged with changes in society, and ensure we continue to provide personalised, value for money services that help our service users develop their full potential."



improve our services to tenants and residents. 88% of residents rated St Martins' services as always good or mostly good, down from 92% in 2015. No residents rated the services they received as poor.

The result of the referendum on leaving the EU has resulted in shock and uncertainty, causing major political upheaval. There is huge uncertainty about the timing and terms of any exit settlement, and what this will mean politically, economically, legally, constitutionally and socially. We are aware these changes may have a negative impact but will also present opportunities for us to develop new services in response to identified need. Our task is to remain informed and engaged with changes in society, 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. 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.

Our plans for 2016/17:

- Develop a second service for people with a dual diagnosis of learning disabilities and mental illness in London.
- Develop a new mental health service in south London using an existing building owned by St Martins.
- Refurbishment of kitchens and re-decoration of communal areas at Wilton Villas.
- Move our IT systems and data to "the cloud" to enhance security and efficiency.

We are very conscious of the financial pressures on our commissioners and statutory partners in both local authorities and NHS organisations. We will continue to market and position St Martins as the leading provider of recovery services to people with forensic histories and complex mental health problems. Our offer to local authorities and Clinical Commissioning Groups will continue to be that St Martins can provide high quality, innovative and value for money services for people leaving secure hospitals and similar settings that can enable them to achieve independence safely within 2-3 years.

Our staff continue to demonstrate the passion and commitment that this often difficult and demanding work requires. We take this opportunity to thank them, our Board members and all our partners, for their contribution to the goal which we all share at St Martins; helping our residents develop their full potential so they can live as independently as possible.



Nick Purchase
Chair

John Thompson
Chief Executive

Service user demographics

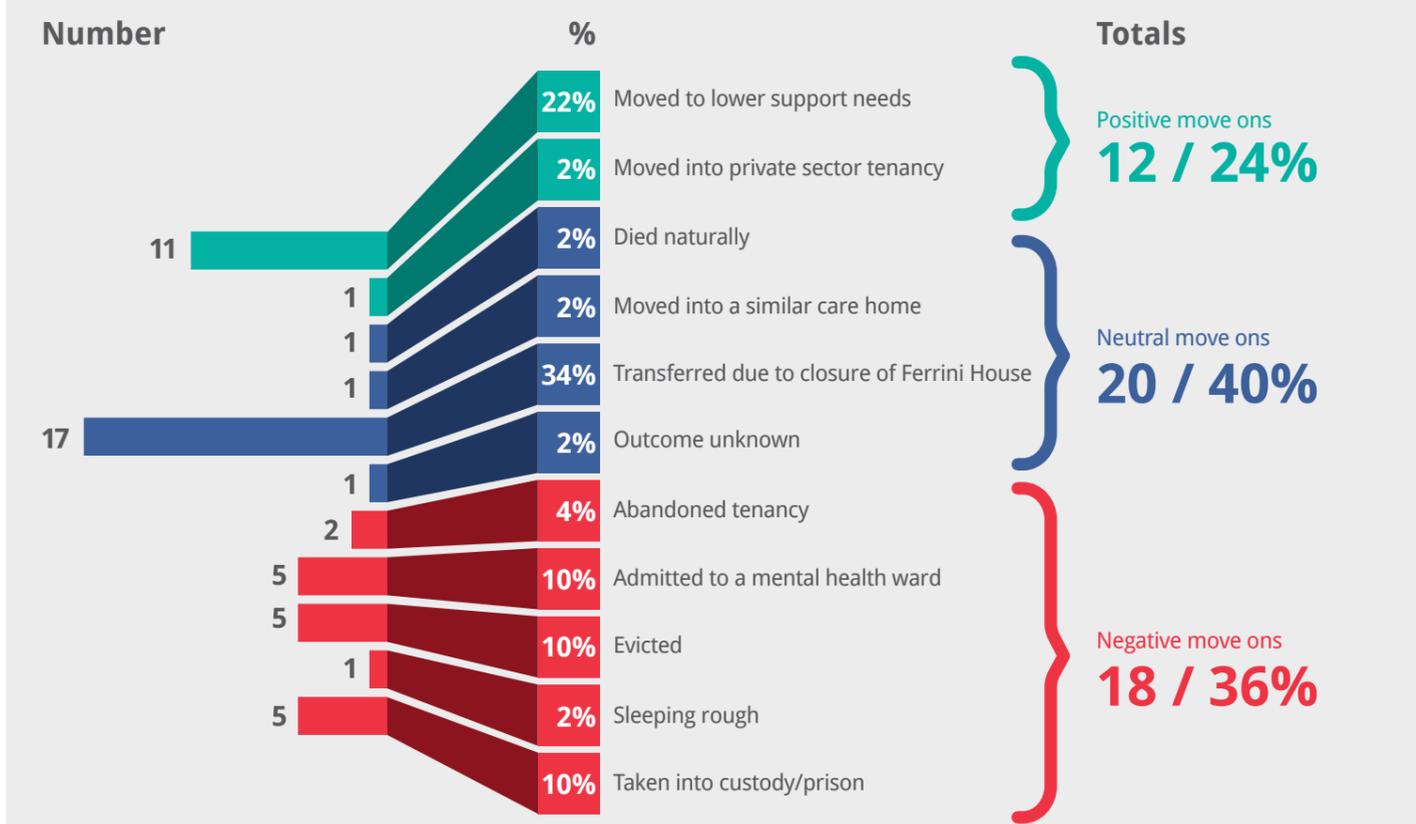
PRIMARY NEEDS/RISKS	AGE	RELIGION	SEX	ETHNICITY	BOROUGH OF ORIGIN
Mental health 43%	18-25 2%	Agnostic 27%	Female 9%	Asian or Asian British – Bangladeshi 2%	Brent 2%
Mentally disordered offenders 27%	26-40 36%	Atheist 9%	Male 91%	Black or Black British – Caribbean 27%	Camden 5%
Offenders/people at risk of offending 28%	41-55 52%	Buddhist 1%		Black or Black British – Other 1%	Ealing 3%
Young people at risk 2%	56-65 7%	Christian 35%		Mixed Race – Other 2%	Hackney 14%
	66+ 3%	Muslim 14%		Asian or Asian British – Indian 2%	Hammersmith & Fulham 2%
		Other 3%		Asian or Asian British – Other 1%	Harrow 3%
		Rastafarian 2%		Black or Black British – African 10%	Hillingdon 1%
		Refused to answer 7%		Mixed Race – White & Black African 1%	Hounslow 5%
		Sikh 2%		Mixed Race – White & Black Caribbean 1%	Islington 24%
				Other 5%	Kensington & Chelsea 2%
				White – British 37%	Lambeth 29%
				White – Irish 9%	Luton 1%
				White – Other 2%	Newham 4%
					Wandsworth 1%
					Westminster 4%



Results and outcomes

Over the last 5 years we have seen a steady increase in the complexity of needs presented by new referrals to our services. This has been reflected in falling numbers of service users who have moved on to greater independence. While we have seen a related decline in the average length of stay over recent years, the trend has changed in 2016. We have seen a rise from an average length of stay of 12 months in 2015 to 16 months in 2016. This would seem to be a positive trend as it is easier to work constructively with service users who remain in our services for around 2-3 years. Whilst it varies for each individual, 2-3 years is often a good time frame to help service users settle, progress and move on in a planned and positive manner.

Total move ons: 50



Planned and unplanned move ons	No.	%	Average length of stay Service Type	2015/16 (Months)	2014/15 (Months)
Planned move ons	29	58%	Residential care homes	21	19
Unplanned move ons	21	42%	All services	16	12

Returning with learning

Harpreet is an ex-resident who will be returning to help support current service users.

I am in discussion with St Martins' Director of Operations about visiting a service or two to speak with residents and try to help them if I can. I have a job at the Recovery College run by the West London Trust. I mentor service users, support new members of the Practice and Development Team, give presentations at conferences and help compile a magazine called Inside Out. I'm quite busy, so the work for St Martins will only be a few hours a week. It will be similar to some of the work I do for the Trust, so I feel ready to do it.

It will probably feel a bit strange coming back after 3 years as a resident at St Martins, and it's probably better to work with services I don't know so well. It makes me feel more comfortable. When you've been a resident for so long, trying to work with people who are your peers is a bit of a challenge. If I'm located where they don't know me that well, it might work better.

I left 9 months ago, although I have visited the service where I lived. Moving

on was a bit difficult at first. I wasn't prepared for the amount of bills I'd have to pay. Because I was working, I was hardly entitled to any benefits, and although this was my aim, it was still a shock at first. But I'm getting used to it. I have to get up in the morning and work to pay the bills, rather than being worried about them. And it's all going well.

I feel it's useful to have a backup plan. So along with the work I do to support people who are in hospital or newly joining the Recovery College I've also taken a carpentry course. I completed a Level 3 City and Guilds qualification which is the standard expected in the industry. Although I like my work, especially working on the magazine, as being a graphic designer was a childhood dream, I can probably earn a little extra by doing some carpentry if things are quieter.

So it will be strange in a way to come back to St Martins to work. It's a new challenge. Something different. I want to try it out and see how it goes.



"I feel it's useful to have a backup plan. So along with the work I do to support people who are in hospital or newly joining the Recovery College I've also taken a carpentry course."

Service user achievements

St Martins' service users are a very diverse group for whom universal measures of success are inadequate.

Whilst a number achieve remarkable and highly impressive feats, we feel it is important to remain focussed on quieter and more challenged individuals, as well as celebrating the sporting, academic and personal successes of higher achievers. For some service users, maintaining a tenancy for 3 months, stabilising their mental health and not being involved in serious incidents is a big

achievement. It is harder to quantify and celebrate this stability than it is to recognise the achievements of one service user who is a Top 20 UK sprinter or another who completed an IT course.

From 1 April 2015 to 31 March 2016, only 5 service users failed to sustain a tenancy for 3 months. The vast majority made efforts to engage with St Martins' staff, taking an

active role in formulating their care plans, complying with medication and setting realistic goals for their recovery. The number of serious incidents declined sharply over the course of 2015, with 62 recorded from January to June and only 31 from July to December. This trend has continued into 2016 and demonstrates greater engagement and restraint.



In terms of individual achievements, there is much to celebrate:

1

service user ran his fastest ever time at the 60m sprint

2

service users received FA1 coaching accreditations

2

service users passed their driving tests and have full licences

3

more service users have embarked on driving lessons

12

service users have participated in regular sporting activity

15

service users completed voluntary work placements

20

service users have enrolled on educational and/or professional courses and 6 of these had completed by 1 April 2016

St Martins' partnership with the British Institute of Human Rights



“We are journeying toward this state of excellence through building human rights into our policies and procedures.”

Our programme with the BIHR is now in its third and final year.

The programme, called Delivering Compassionate Care to Frontline Services, has been funded through a grant from the Department of Health to support organisations to comply with their legal obligations within the Human Rights Act (HRA): the UK law which makes it unlawful for any public authority to act incompatibly with human rights (unless under a statutory duty to act in that way).

St Martins is the only non-statutory project partner among the seven organisations that were selected nationally to participate within this programme. BIHR were keen to include St Martins as a third sector provider to emphasize that such organisations, when commissioned, are under the same legal duty to respect and uphold Human Rights as are statutory providers.

BIHR has delivered 2 mandatory training sessions to staff at St Martins and have met with smaller groups of staff. St Martins have also attended external BIHR forums. The focus has very much been on 5 key articles of the HRA – the rights to: life, freedom from inhuman and degrading

treatment, liberty, respect for private and family life, and the right to non-discrimination in the application of the HRA. The final stages of the programme will see St Martins participating alongside BIHR in open discussion forums which health professionals and NHS commissioners from across the South East will be attending.

A BIHR axiom is that human rights respecting services are better services, and that protecting and upholding human rights is inextricably linked to recovery. Yet, as was suggested by our BIHR trainer, the full potential within distinctly human rights respecting approaches to mental health services may as yet not be fully realized.

We are journeying toward this state of excellence through building human rights into our policies and procedures. We continue to support staff to relate positively and helpfully to the vulnerable people who use our services, so that despite their situations, they may receive the universal dignity and protection that befits them as human beings.

Staff training and development

St Martins has an excellent staff training programme in order to respond to the ever increasing demands placed on us. Due to the nature of the service users we support and care for, we ensure that our staff receive the training required to work effectively with the risks they face.

Although we continue to offer a number of core training courses to ensure that all staff have received all statutory training, we also offer a number of new and specially tailored courses every year to address the identified training needs of staff. During 2015/16 we have continued to change our focus from knowledge based courses, to enhancing the skills of our staff, thereby building on their existing skills and qualifications. We are also considering setting aside a percentage of the training budget in the future, to encourage staff to undertake specialist training and qualifications to enhance the effectiveness of the whole staff team.



Photo © Tanya Geddes

Training conducted from 1 April 2015 – 31 March 2016

TRAINING EVENT	NUMBER ATTENDED
Anti-social Behaviour & Mental Health	13
Anti-social Personality Disorder	33
Care Act 2014 & Safeguarding Adult Overview	6
Child Protection	1
Clozapine Training	5
Communication Skills	8
Conflict Resolution	9
Corporate Induction	10
Data Protection	9
Difficult, Dangerous & Disturbing Behaviour	13
Dual Diagnosis & Interventions	17
Emergency First Aid at Work	10
Empowering Difficult to Engage Service Users	15
First Aid Appointed Person	4
Health & Safety & Fire Awareness	12
Human Rights Champions Training	9
Human Rights for Front Line Staff	33
Introduction to Mental Health	5
Lone Working	9
Medication Awareness	15
Mental Capacity Act	12
Mental Health Act & Forensic Issues	8
Motivational Interviewing	8
Naxalone Training	4
Needs Assessment & Support Planning	9
Novel Psychoactive Substances	10
Novel Psychoactive Substances Treatment Tools	12
Professional Boundaries	7
Recovery Approach	9
Risk Management, Assessment & Planning	15
Safe Administration of Medication	10
Safeguarding	19
Supervising Staff who raise Safeguarding Concerns	3
Welfare & Benefits	12
Working with Schizophrenia	6

Dancing through difficulties

How I rediscovered an old passion



I started going to salsa classes recently. I go every Wednesday and I love it. It's given me a new lease of life. The classes are held in a bar and there are beginners, intermediate and advanced levels. It's very lively. You've got loads of people in a room and the best thing is that it brings everyone together; black, white, young, old. I love that!

I used to do a lot of dancing. You wouldn't think it now. But back in the 70s, 80s and 90s I was quite a dancer. I did modelling too. And I travelled. I danced and modelled in Scandinavia, Germany, France and Italy.

It's good to be dancing again. The salsa is very laid back. The woman that teaches it is funny. She's great, very good at making people feel at ease. I'm meeting people. And I've enjoyed it so much I'm taking a friend now.

I don't know if you know, but I've been diagnosed with prostate cancer. Of course it's a worry, but you have to be strong. You have to be positive in this day and age. I'm

having treatment and I have a lot of support from my care team, staff at St Martins, an occupational therapist, a psychologist and a social worker. I'm looking at moving on and being independent and I often think how lucky I am to have all this support around me. These things can take time, but ideally I'm looking to move on from St Martins by January 2017.

In the meantime I've done up my room really nicely in blacks and reds- Man United colours! I've got nice rugs, plants, put up shelves, made some little displays. I really like my room. I can't live in a place that doesn't look nice. So I'm staying positive and will keep on dancing.



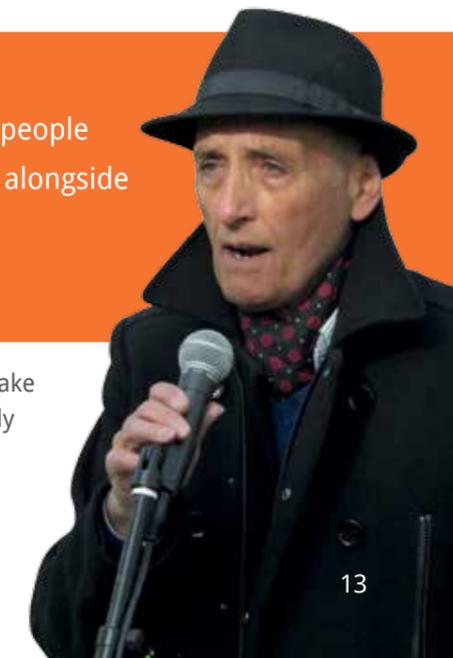
Community engagement

Engaging St Martins' service users in the local community can be challenging, but often provides some excellent rewards. Whilst most service users attend college, day centres, GP surgeries, gyms, leisure centres and other public spaces, engaging positively in the local community is a challenge for everyone, no matter what their background is.

During the last year St Martins has taken a proactive approach to fostering strong local communities. Senior managers have met with neighbours to address any concerns. We have sought feedback and consulted with local businesses. We have maintained close links with the police to minimise risks. Service users and staff have participated in community gardening projects, cooked meals for local people and we have also begun a tradition of holding a summer fair in July which is open to the public. These events have been very successful and have resulted in:

- Greater social confidence for service users
- Greater understanding and acceptance amongst local people
- Increased willingness from local communities to work alongside our staff and service users
- Plans submitted by neighbours for local improvement works to public spaces

Some service users do not wish to engage with public events, nor take an active role in getting to know the local community. This is usually due to past experiences, and we remain sensitive to their wishes. However we do encourage those who are ready and willing to take positive risks, in their endeavours to make a meaningful contribution to the local community.



St Martins FC

The beautiful game

In November 2013, staff took 15 service users to Jamie Oliver cooking sessions over a 7 month period. Service users began cooking healthier food and subsequently took more interest in improving physical health.



In January 2014, staff asked Willesden Sports Centre if they could help motivate the service users and encourage them to take exercise. Several members of staff came and held keep fit sessions in the lounge at Chalkhill Road, then invited service users to the leisure centre to look around. The increased physical exercise motivated service users to form a football team.

A meeting was held between 6 service users from the team and 3 members of staff, at which it was decided that it would be helpful to form a club: St Martins FC. Team members said that this would give them an identity and a sense of pride in playing for the organisation that united them. It would also enable the team to apply for funding.

St Martins FC entered the North London Special League in autumn 2014. They had a strong first season, winning the cup the following April and coming second in the league. The arrival of some new service users who were attracted to live at St Martins due to the football, boosted the team no end. In June 2015 there was more good news as St Martins FC received a grant from the Wembley Stadium National Trust.

Thanks to the grant, the team now had proper boots, shin pads, a kit, regular coaching and fitness training. They began a second season in the North London Special League and also entered the competitive Wembley Powerleague. St Martins FC repeated their success of the previous year, finishing runners-up in the Special League, and beating the league leaders 1-0 in the cup final. The Powerleague was a more challenging prospect, but the team put in many excellent performances and finished in a respectable mid-table position.

St Martins FC has given team members something to look forward to every week. It has generated respect, cooperation and resulted in new friendships. It also provides a good reason to diet well, stay fit and avoid harmful substances. The team would like to thank Bryan Jones, Larry Opong and James Jebb for coaching and fitness training, Ben Dorsett at the Special League and the Wembley Stadium National Trust for their generosity.

Shortly before this report went to press St Martins FC received a second grant from the Wembley Stadium National Trust. Two service users from the team have completed FA1 courses and are now qualified football coaches.

Coaching qualifications

Following successes on the pitch, Nathan and Hamsa trained as football coaches. Here's their report.



“Best practice changes all the time, but the Recovery Position is still taught everywhere. It gives you confidence to know what to do in a crisis when you know this stuff.”

The FA1 course is the first step to working in football coaching and management. It's run by the Football Association. Through the football we've been playing at the North London Special League and the contacts we've made there, we got an opportunity to do the course. Thank you to Ben Dorsett who runs the Special League for making this happen. He's been a big support.

For the course, we did 5 sessions at the football pitches on Market Road, Camden. We're now qualified to work with young people, do first aid and coach football. The course also teaches you some management skills. It's definitely something we can take forward. It might help us to get a job and it'll be useful for St Martins' football team. We can think about whether we want to coach the team. It gives us options.

During the course we did a lot of drills with cones, so we could learn how to set them up during training sessions we might run in future. The teachers would give us scenarios that we'd have to work through. They also asked us about tactics and got us thinking about fitness. We did some first aid, including CPR on dummies. Best practice changes all the time, but the Recovery Position is still taught everywhere, and this is something we went over a few times. It gives you confidence to know what to do in a crisis when you know this stuff.

It was good to do the course and get the qualification. It will probably be helpful going forward.

Statement of comprehensive income

Prepared in accordance with Financial Reporting Standard 102

	2016	Restated 2015
	£	£
Turnover	3,655,513	3,457,655
Operating costs	(3,480,820)	(3,427,328)
Operating Surplus	174,693	30,327
Interest receivable and similar income	2,696	3,901
Interest payable	(2,032)	(2,175)
Other income: Unrestricted donations	300	300
Surplus on Ordinary Activities	175,657	32,353
Revenue reserves brought forward	5,181,702	5,149,349
Revenue Reserves Carried Forward	5,357,359	5,181,702

Auditor's Statement

INDEPENDENT AUDITOR'S STATEMENT TO THE BOARD OF MANAGEMENT OF ST MARTIN OF TOURS HOUSING ASSOCIATION LTD

We have examined the Summary Financial Statement for the year ended 31 March 2016 set out on pages 16 and 17.

Respective Responsibilities of the Board of Management and the Auditor

The Board of Management are responsible for preparing the Summary Financial Statement in accordance with applicable United Kingdom law and the Co-operative and Community Benefit Societies Act 2014.

Our responsibility is to report to you our opinion on the consistency of the Summary Financial Statement with the full annual Financial Statements.

We also read the other information contained in the full annual Financial Statements and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the Summary Financial Statement. The other information

comprises only the Report of the Board of Management; the Cash Flow Statement and the Notes to the Financial Statements.

Basis of opinion

We conducted our work in accordance with Practice Note 14 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.

Opinion

In our opinion the Summary Financial Statement is consistent with the full annual Financial Statements of St Martin of Tours Housing Association Ltd for the year ended 31 March 2016.

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

19 July 2016

Statement of financial position

Prepared in accordance with Financial Reporting Standard 102

	2016	Restated 2015
	£	£
Fixed Assets		
Housing properties (Cost less depreciation)	7,005,912	7,163,603
Other fixed assets	93,738	119,182
	<u>7,099,650</u>	<u>7,282,785</u>
Current Assets		
Debtors	287,717	152,341
Cash at bank and in hand	1,285,945	1,109,531
	<u>1,573,662</u>	<u>1,261,872</u>
Creditors: Amounts falling due within one year (** see below)	(623,142)	(556,752)
Net Current Assets	<u>950,520</u>	<u>705,120</u>
Total Assets less Current Liabilities	<u>8,050,170</u>	<u>7,987,905</u>
Creditors: Amounts falling due greater than one year (** see below)	2,412,961	2,526,353
Capital and Reserves		
Capital reserve	52	52
Called up share capital	17	17
Restricted reserves	67,431	67,431
Designated reserves	212,350	212,350
Revenue reserves	5,357,359	5,181,702
	<u>8,050,170</u>	<u>7,987,905</u>

Board of Management Statement

The Summary Financial Statement contains information from the Statement of Comprehensive Income and the Statement of Financial Position for the year ended 31 March 2016, but is not the full annual Financial Statements. The full annual Financial Statements were approved by the Board of Management on 7th July 2016 and will be submitted to the Homes and Communities Agency.

The auditor has issued an unmodified report on the full annual Financial Statements and on the consistency of the Report of the Board of Management with those financial statements.

This Summary Financial Statement does not contain sufficient information to allow for a full understanding of the financial affairs of the association. The extra details are to be found in the full Report and annual Financial Statements referred to above.

Copies of the full annual Financial Statements, including the Report of the Board of Management, may be obtained from the association's head office.

**Nicholas Purchase
Chair
On behalf of the Board of Management
19 July 2016**

** Includes Social Housing Grant totalling £2,388,542 (2015: £2,511,007).

Board members

NAME AND ROLE QUALIFICATIONS

Nick Purchase
Chair MSc, MBA, CQSW, Dip.

Peter Spelman
Deputy Chair BA, CQSW, MBA, PGDip CYP IAPT Therapy

Mayan Shah
Treasurer EMBA, FCCA, BA

Catherine Cox
Board Member CASHE Diploma, GNVQ, BTEC

Dr. Tony Kearns
Board Member FRCPsych

Dr. Phyllis Starkey
Board Member BA, PhD

Clive Blackwood
Board Member DipSW, BA, MSc, MBA

Susan Blishen
Board Member BA, MA

Kate Denham
Board Member BA

Fiona Weir
Board Member RMN, DMS, ILM NVQ5, Prince 2

Senior management team



CHIEF EXECUTIVE

John Thompson MA, MSc, BA

John has been the Chief Executive of St Martins since 2004. He has 25 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 Wandsworth & Westminster Mind and a strong advocate of the Recovery Approach and service user involvement.



DIRECTOR OF OPERATIONS AND HUMAN RESOURCES

Dr. Vimala Uttarkar

BSc, MA, MPhil, PhD

Vimala is a qualified social worker, with extensive experience of managing statutory mental health

services having specialised in rehabilitation and forensic services for over 15 years before moving to St Martins in 2005. She is an expert mental health advisor with the Care Quality Commission, reviewer for the Journal of Social Work Practice, Chair of Aid A Woman and a Trustee with Camden Canals and Narrow Boats Association. She holds a doctorate from the University of East London and is a visiting lecturer for the Doctoral Programme at the Tavistock Centre, where she mentors and supervises research students.



DIRECTOR OF FINANCE AND COMPANY SECRETARY

Philip Bowles FCA

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 & 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.



DIRECTOR OF DEVELOPMENT AND PROPERTY SERVICES

Jon Mumford BSc Dip.Arch

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. During his 10 years at Providence Row HA, Jon 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

Statutory bodies

WEST

- ▶ Central and North West London Mental Health NHS Trust
- ▶ North West London NHS Foundation Trust
- ▶ 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
- ▶ LB Westminster
- ▶ RB Kensington & Chelsea

NORTH

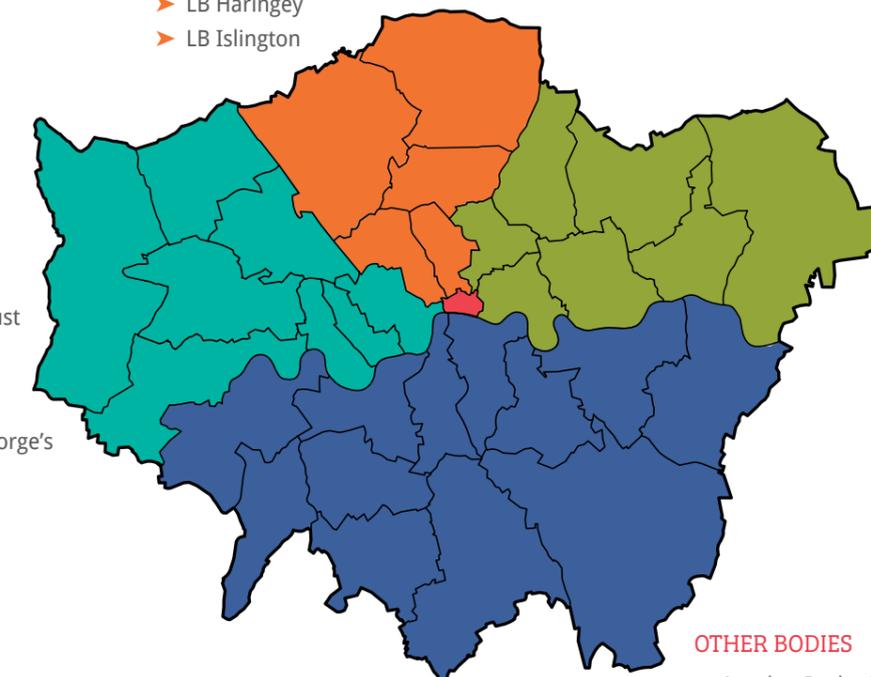
- ▶ Barnet, Enfield and Haringey Mental Health NHS Trust
- ▶ Camden and Islington NHS Foundation Trust
- ▶ North Central London NHS Primary Care Trust
- ▶ North London Forensic Service
- ▶ LB Barnet
- ▶ LB Camden
- ▶ LB Enfield
- ▶ LB Haringey
- ▶ LB Islington

EAST

- ▶ East London and the City Mental Health NHS Trust
- ▶ North East London NHS Foundation Trust
- ▶ LB Hackney
- ▶ LB Newham
- ▶ LB Tower Hamlets

SOUTH

- ▶ 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 Lambeth
- ▶ LB Southwark
- ▶ LB Wandsworth



OTHER BODIES

- ▶ London Probation Trust
- ▶ NHS England

Statutory bodies outside of London

- ▶ Luton Borough Council

Trusts and donors

- ▶ The Morris Charitable Trust
- ▶ The CA Redfern Charitable Foundation
- ▶ Wembley Stadium National Trust

Housing associations and voluntary partners

- ▶ 1Life
- ▶ Arsenal in the Community
- ▶ Brent Mind and Islington Mind
- ▶ Brunel University
- ▶ University of East London
- ▶ Causeway Irish HA
- ▶ City of London College
- ▶ Four Corners Film
- ▶ Hackney College
- ▶ Harley Road Day Centre
- ▶ Hillside Clubhouse
- ▶ Islington and Shoreditch HA
- ▶ London Metropolitan University
- ▶ Peter Bedford HA
- ▶ Sanctuary Housing
- ▶ Southern Housing Group
- ▶ Voluntary Action Islington
- ▶ Volunteer Centre Camden

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