

IMPACT REPORT 2023



THE FIRST
10 YEARS

THE HOUSE OF ST BARNABAS

INTRODUCTION FROM OUR CEO

Private members' clubs have existed for centuries. They have often acted as exclusive spaces for the elite, an environment created in order to give wealthy people a space to progress their own networks and careers, and their exclusivity has been at odds with the principles of diversity, inclusion and social progress.

10 years ago, we had an audacious idea. What if we built a members' club that valued culture and centred its mission around community, where we could harness the passion, time and networks of our members to break the cycle of homelessness? It was then that the House of St Barnabas, the members' club, was born.

10 years on, we have supported 297 people to move from homelessness towards stability, by which we mean a life of good work, a secure home and a supportive network.

And we've welcomed thousands of members who care about social change to make a difference through our events programme, impact partnerships and art. They've enjoyed countless cocktails and delicacies cooked and served by our employment academy participants on work experience.



Our members have supported, mentored and employed our Employment Academy graduates to fulfil their ambitions.

This impact report tells the story of why the last 10 years have mattered.

Thank you to everyone who has been with us on the journey.

Sparks fly when worlds collide.

Rosie Ferguson
Chief Executive

INTRODUCTION FROM OUR GRADUATES



“The Employment Academy Advisory Group is a group of Employment Academy graduates, employers and mentors, and we advise the House of St Barnabas on their work. Over the years, our lived experiences have led to all sorts of changes. As a group, we decided what good work means to us. Then we did the same for secure homes and positive networks. We talk about why these things are important. There have been arguments, debates and laughter, and we are always glad to get together and share our experiences.

JEAN HINDRY, CO-CHAIR,
EMPLOYMENT ACADEMY
ADVISORY GROUP AND
GRADUATE

I cannot believe that I became a graduate in 2017 and am now proud to be part of the Employment Academy Advisory Group and a graduate club member. Together we can all make changes and break the cycle of homelessness. We hope you enjoy this impact report, celebrating the first ten years.”

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CONTEXT

THE CONTEXT

- There are 104,510 households in temporary accommodation, which is the highest since records began. This figure misses thousands of people living in hostels, unsafe accommodation and sofa surfing. (www.gov.uk March 2023).
- 70% of Brits do not consider temporary or unsuitable accommodation to be a form of homelessness (HoSB research 2023).
- Most people affected by homelessness want to work, but find themselves without opportunities, blocked by hostile systems and living in unsafe conditions.
- There has been very little improvement in the quality of work of lower earners over the last decade (Resolution Foundation, 2023).
- The cost-of-living crisis is making tough situations even harder.



WE ARE THE HOUSE OF ST BARNABAS

Our vision is of a future where lasting good work, a secure home and a supportive network are a reality for those affected by homelessness.

Our mission is to break the cycle of homelessness.

We deliver our mission through our Employment Preparation Programmes, coupled with long-term progression support. We also use our convening power to inspire others to improve the quality of work and accessibility of affordable homes.



OUR IMPACT STRATEGY

Our impact strategy is to support our employment academy graduates to achieve good work, secure homes and positive networks. It was co-created by people with lived experience of homelessness. Members of our Employment Academy Advisory Group developed the definitions we use.

Good Work

- Real London Living Wage
- Opportunities for progression
- Secure contracts
- Wellbeing at work

Secure Home

- Affordable rent
- Secure
- Feels safe
- Has privacy
- Well maintained

Positive Networks

- Skills and opportunities to build useful and uplifting relationships
- A community of people who care

OUR FIRST 10 YEARS

2 0 1 4	Our first graduate cohort completed the Employment Preparation Programme
2 0 1 5	The numbers of programmes and participants increased
2 0 1 6	Our first off-site programme took place with Bafta 195
2 0 1 7	Progression support for graduates was extended to 12 months
2 0 1 8	Our accommodation pathway expanded, offering routes to truly affordable housing
2 0 1 9	Our first public impact report was launched, and our new 'good work' strategy developed
2 0 2 0	Support ramped up during Covid lockdowns, including socially distanced support sessions held in Soho Square
2 0 2 1	Our first independent long-term impact evaluation was commissioned, showing lasting impact on life satisfaction
2 0 2 2	Our influencing role emerged, as we focused on encouraging hospitality employers to offer good work opportunities to end homelessness
2 0 2 3	A partnership with our West End neighbours, Nimax Theatres, delivered a new theatre-focused employment programme

And as we celebrate our 10th year and our 23rd employment programme, Employment Academy graduates will move centre-stage becoming club members, joining exciting masterclasses, experiencing cultural and networking events and leading a new Graduate Voices group.

OUR IMPACT

OUR IMPACT

- 53% of working graduates earn the real London Living Wage up from 11% in 2019
- 63% of working graduates have a stable home and have been in work for at least six months compared with less than 20% in 2019
- 43% of jobs over the past five years have given our graduates salary and career progression compared with 14% in 2019
- 79% of graduates who got work in the past 5 years have stayed in work for at least 12 months compared with 50% in 2019
- 64% of jobs are sourced thanks to our community of members and partners
- 95% of participants who start our Employment Preparation Programme complete
- We have worked closely with 42 employers
- We support over 100 people a year to progress in their life and their work, 50% of these include housing support
- 72% of graduates in the past five years over the age of 50 have got paid work, and 78% of that work has been long-lasting
- 46 people have been supported into stable, affordable homes through our partnerships

297 GRADUATES

253 JOBS



OUR LONG TERM EVALUATION

- An annual independent survey of graduates from the past three years compares ratings with 'big data' from the wider population as well as with participants when they first join our programmes.
- Job quality: 100% of working graduates are satisfied with their hours, 95% are satisfied with their job security, 88% are satisfied with or neutral about their pay and 95% have overall job satisfaction.
- Homes: 76% of graduates are satisfied with their accommodation compared with a start of programme baseline of 40%.
- Community: 41% of graduates had a very high rating that the things they do are worthwhile compared with a start of programme baseline of 27%. Graduates rate higher than the national average of 36%.
- Finances: 38% of graduates are 'doing alright' or 'living comfortably' compared with a start of programme baseline of 17%. The national average is 73%.

“Most graduates live less comfortably than the national average but are now doing significantly better than the start of programme baseline.”

Graduates' overall sense of worth and purpose is now in line with the national average, a sharp improvement over the start of programme baseline.”

Independent long-term impact research undertaken by The Good Economy, 2022.



WHO ARE OUR EMPLOYMENT ACADEMY GRADUATES?



Baristas, front of house managers, support workers, sales executives, chefs, concierges, apprentices. Musicians, artists, sculptors, poets, pioneers, photographers, comedians and House of St Barnabas club members.

Friends, parents, grandparents and cat owners.

A glorious mix of ages, languages, ways of thinking, religions, experiences, genders and heritage.

They have previous and sometimes current experience of unemployment, homelessness and isolation.

People are complex and journeys are not linear.

WHAT OUR EMPLOYMENT ACADEMY GRADUATES SAY

“ It changed my outlook on things.”

“ It has helped me deal with situations better.”

“ I became more confident in speaking up.”

“ Amazing organisation, one of the best experiences of my life.”

“ It really did enhance my life. They cared so much about us. The practical help was amazing.”

TOP FIVE REASONS WHY GRADUATES EXPERIENCED IMPROVED QUALITY OF LIFE



- Higher confidence
- Gaining employment
- Gaining skills
- Better mental health
- Better accommodation

Independent long-term impact research
undertaken by The Good Economy, 2022.

THINGS GO WRONG

We have a strong and inspiring network of Employment Academy graduates who feel at home in the House, but we don't want to pretend that every story is smooth, or even happy. Sometimes we don't have the impact we want to. Some people continue to struggle with addictions or poor mental and physical health. A handful of graduates have decided that they no longer want contact with us and of course we respect that.

Sadly, six graduates have died over the past ten years. We remember them with great fondness.



HOW WE DO IT

EMPLOYMENT PREPARATION PROGRAMME

Our programmes are holistic, encouraging and respectful. Delivered in our cultural and inclusive environment, they enable people to change the course of their lives.

Over a ten-week period, programme participants are encouraged to try new experiences and to stretch themselves. They report big increases in:

- confidence for interviews;
- skills needed for work;
- knowing people who can offer good work opportunities;
- confidence presenting in front of people;
- and overall wellbeing.

100% of Employment Academy graduates said they would recommend the programmes.

Independent long-term impact research undertaken by The Good Economy, 2022.



The programmes blend themes of personal leadership, employability and work experience. We deliberately work with a small number of participants each programme in a tailored and in-depth way, to effect lasting change. Culture plays a central role in our programmes and community. This could mean getting involved in our art programme, attending music events in our chapel and going to the theatre.

Participants undertake work experience across the House in a variety of roles such as receptionist, kitchen porter, commis chef, front of house, facilities assistant, membership assistant, events administration and CEO assistant. They gain valuable skills and experience in a supportive environment guided by our expert staff team who act as workplace trainers and 'buddies'.

Alongside work experience, we continue to provide a full programme including money management, disclosing offending histories, coping with challenges, customer service, IT training and CV workshops. Matching people with the right jobs and work tasters is crucial. Our employer partners deliver programme sessions, making connections and building trust with participants before they graduate.

Regular one to one support sessions are holistic, centred on people's individual goals, housing, health, family and financial circumstances. The programme ends with a graduation ceremony and celebration.

PROGRESSION SUPPORT TO END HOMELESSNESS

We know that change doesn't happen overnight, and that simply completing a programme or even getting work or a home does not make all the other challenges – sometimes accumulated over decades – simply go away.

Our progression team support graduates for at least a year after finishing the Employment Preparation Programme, including through our mentoring programme and housing pathway.

We empower them to manage their income, health and wellbeing, as well as to develop friendships and other communities of support.

Each graduate is matched with a volunteer mentor who will support them with their move into work over the next 12 months.

Culture is a golden thread. We nurture each person's creativity, and we welcome our graduates to the House for arts and music events, debates and socials long after their programme ends.



HOUSING PATHWAY



Having secure and affordable housing enables our graduates to get and stay in work, as well as strengthening a sense of identity, belonging and possibilities.

Our Housing Pathway supports our graduates to achieve just that.

For example, just this year we have supported 48 of our graduates to attain, retain or improve their housing this year. Fourteen people have moved into stable homes with eight of those being with our accommodation partners, Octavia Housing, Coop Homes and One Housing, and we supported another nine people to move into temporary accommodation.

Of the 48 graduates supported, 38 were helped to retain their housing in the face of potential eviction or tenancy breakdown, and 31 were supported to improve their living spaces including furniture, flooring and feeling safe.

MEET LOUISE

After living in a series of unsafe and insecure rooms, Louise moved into an affordable flat through our housing pathway. She is making the flat into a real home which reflects her warm and creative personality.

Favourite thing about the House?

“The people.”



LOUISE, GRADUATE PORTRAIT

MENTOR PROGRAMME

Our mentors embody our value of encouragement and come from all walks of life.

This is not a traditional, professional mentoring role that requires the mentor and mentee to share a similar set of knowledge and experiences. Instead, our mentors build relationships structured around interpersonal skills and communication.

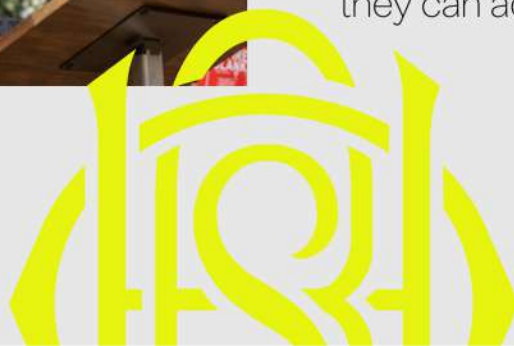
The encouragement that our graduates receive could be anything from the mentor practicing job interviews with them to swapping favourite movies. It is invaluable and has a long term positive impact on both lives.



Although the experience of mentoring and being mentored can be positively life changing, we would never pretend that it's all plain sailing.

We asked one of our mentors to talk about the challenging times:

"It can be very rewarding and very frustrating. Hopefully some seeds have been planted that may flower later on in my mentee's working life. I have learned a lot as an individual and also about myself. I hope they remember this as a positive experience and use it to propel forward and achieve the heights I know they can achieve."



WHAT GRADUATES SAY ABOUT THEIR MENTORS

“ My mentor was very caring. She really wanted to help, I could feel that. She would call in and check on me.”

“ My mentor, we talk almost on a friend basis. We just chat as friends.”

“ I’m grateful and 100% indebted to them for my improved employment.”

97% of graduates said their mentor had contributed positively to improvements in their lives.

Independent long-term impact research undertaken by The Good Economy, 2022.



WHAT EMPLOYER PARTNERS SAY ABOUT US

“ For several years, we have been closely involved with House of St Barnabas’ employment programme. They not only offer invaluable assistance and training but also facilitate meaningful employment through their partnerships with employers.

Our recruitment of employees from their employment programme has yielded great results, as these individuals have consistently remained in stable positions with us for over three years. Collaborating with the House of St Barnabas allows us to not only discover untapped talents but also extend our support to individuals who are seeking to regain control over their lives.”

JANENE PRETORIUS, DIRECTOR OF
PEOPLE, TALENT & CULTURE,
WOLSELEY HOSPITALITY GROUP

“ We were delighted to participate in the Spotlight Employment Programme and I know from my colleagues how much they all enjoyed it. The work you are doing at the House of St Barnabas is inspiring.”

JOAN MOYNIHAN, EXECUTIVE
DIRECTOR, NIMAX THEATRES

MEET DESMOND

Desmond pops into the House now and again to update us on his life, and we're always delighted to see him. After Desmond graduated from our Employment Programme, he trained in coffee with Change Please and is now a barista in East London.

Favourite thing about the House?

"That caring feeling."



DESMOND, GRADUATE PORTRAIT

OUR INFLUENCE ON GOOD WORK

The London hospitality sector has by far the highest proportion of low paid workers, with 70.4 per cent paid below the Living Wage. Structural issues such as service charge and short notice rotas make it difficult for people to establish secure working lives. Horizontal staffing structures and tight commercial margins mean that individuals are stuck in low pay for years with little access to progression. People with experience of homelessness often have previous experience of working inconsistent hours in insecure contracts which means they have been unable to sustain work and rent payments.

We know from the low membership rates of hospitality employers in the Living Wage Foundation that there are considerable obstacles to offering good work, including but not limited to the standard business model of 'flexing' rotas according to footfall and tight commercial margins. This shows no sign of decreasing while the sector gets back on its feet following the pandemic and as we enter another period of economic uncertainty with the cost-of-living crisis affecting employers, employees and consumers alike.

Alongside supporting our graduates into work therefore, we also seek to create systemic change in the hospitality industry, bringing together employers to raise awareness of

Good work practices and to support and influence employers to ensure their jobs can enable employees to live stable lives. We are specifically targeting small to medium hospitality employers who we believe have the most appetite and capability to change.

Our ambition is to influence our hospitality employer partners to help end cycles of homelessness by providing fair pay, predictable hours, opportunities for progression and a positive work culture. We know this isn't easy, because as a hospitality business ourselves, we experience the daily challenges of balancing the books while delivering a quality customer experience and our social impact.

Through our Influencing Good Work programme, we have nurtured a community of curious and like-minded employers to share and encourage each other to make changes which count.

Our dinners with hospitality leaders in London, where business challenges to offering good work are honestly and openly shared, are "truly motivating and inspiring". As a result of these we know that employers are making a shift to more sustainable terms and conditions for all their staff, whether reducing the weekly working hours expected, extra support for employees through the cost-of-living crisis or paying London Living Wage as basic.

OUR WIDER INFLUENCE

Our impact goes way beyond individual successes. Alongside supporting our graduates to flourish, we also seek to challenge and inform, and to support systemic change to end homelessness.

Our Inform events programme is open to the public. It is challenging, thought provoking and informative.

- In partnership with Venture Studio at Crisis we hosted a series of panel events showcasing how enterprise can find new solutions to ending homelessness.
- Our Fireside Chats with social impact leaders have revealed personal learning and professional challenges, illuminating the complex reality of leading change.

One of the most pressing structural challenges faced by our graduates is the lack of affordable rents for workers with experience of homelessness.

We have joined forces with the London Housing Foundation to convene leaders and experts by experience, creating energy and commitments to develop flexible accommodation and support, designed specifically for workers.

Great to meet so many people working to end homelessness and meet such creative startups!

Pi Labs

The event brought together brilliant minds focused on addressing the pressing issues of the UK housing crisis and homelessness.

Agile Property & Homes



WHAT HAVE WE LEARNED

Tailored, holistic relationships work. It's names over numbers every time, whether that's getting to know Employment Academy participants, cultivating employer partners or finding hidden talents of members and mentors. Our community is central to our ability to create change.

Deep change takes time. Finding and keeping good work, creating dependable and positive networks, building trust and believing in a different future can take years.

Economic empowerment matters. The real Living Wage remains a rarity and unaffordable rents prevent people from working. The homelessness trap and the low wage trap work hand in hand. We support individuals to develop financial comfort through good work, stable and affordable accommodation and budgeting skills.

The best decisions come from direct experience combined with data. This has led us to prioritise work opportunities offering the real London Living Wage, why we've developed a razor-sharp focus on what good work means and have moved into an influencing space, challenging structural inequalities.

Adaptability and opportunity in uncertainty. We worked through the worst days of Covid, supporting our graduates in inventive ways, and when Covid restrictions led our contractors to leave, we further adapted our business model delivering our hospitality in-house creating a higher quality work experience Employment Academy participants, as well as a better experience for members.

Culture expands horizons. Everything we do is imbued with contemporary culture, whether that's art, music, creative expression, theatre, great food literature or the experience of our building. We know that giving our employment academy participants cultural capital is just as important as their access to work experience. Our culture is open to all, and sparks conversations, connections and opportunities.

Homelessness is a big word. It means living in hostels, temporary accommodation, unsafe housing, relying on acquaintances, a broken system and seeking refuge. It includes but is not limited to sleeping rough.

We have a platform. Over the past ten years we have built a strong community of supporters, as well as trust and respect with Employment Academy graduates, homelessness organisations and employers. We are getting louder about the need for good work and affordable homes, and the consequences for individuals of being shut out from these. We know this affects some people more than others, depending on their connections, their heritage and their life experiences. We will continue to use our platform to amplify the voices and experiences of those affected by homelessness.

WHAT NEXT?

OUR FUTURE PLANS

Connection, networks, community. Our model offers amazing opportunities for creating genuine relationships which will help end cycles of homelessness.

Over the coming years we aspire to even deeper impact: a graduate masterclass programme, new partnership programmes, strengthened connections between members and graduates and increased influence on good work and affordable homes for those in work. A new Graduate Voices group will show us the way.

Graduates on our Advisory Group have also designed a new Graduate Club Membership category. We were delighted to welcome the first members and are looking forward to enriching our community as numbers grow.

“ I love being part of the House, being a member of the club. I feel like I belong, like I've got somewhere. And I want to tell people about it, about the work you do, how it makes people believe in themselves. I love coming to the club as a member, meeting people and being myself.”



NIKOL, GRADUATE MEMBER



"HOMELESS IS..." CAMPAIGN

We are proud of the work we've done to support individuals, but we know that is not always enough. To mark our 10th Birthday, we launched a billboard campaign across 55 London sites, with the aim of reshaping public understanding of homelessness.

Our campaign shed light on the realities that many face in unsuitable accommodation. By amplifying the voices of individuals who had experienced such living conditions, we challenged the widespread misconception that homelessness was solely confined to rough sleeping. Our research surfaced the stark statistic that 70% of Brits did not classify unsuitable accommodation as homelessness, despite a record 104,510 households living in this way.

This campaign was a collaborative effort, co-created with people who generously shared their lived experiences of homelessness.

Alongside the billboard campaign we held an exhibition of work by our graduates showing the realities of living in unsuitable accommodation.

We extend heartfelt gratitude to our campaign talent and invaluable partners.



“ I have seen amazing changes in myself and my life in a short space of time. I feel stronger and ready to move forward.”

“ For someone who last worked in 2011, you have brought me back to life.”

“ I feel so passionate about the House of St Barnabas. This programme is life changing and the support is incredible.”

The work in this impact report has not been done alone. Everything we achieve is with the emotional, practical and financial support of our community, whether that be Employment Academy graduates, members, referral agencies, private hire customers, programme trainers, work experience hosts, employer partners and connectors, volunteer mentors, corporate impact partners, individual donors, suppliers and charitable trusts and foundations.

Thank you.

Welcome to the club
that never joined the club.

