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STARTING OVER, STOPPING BUSES



2022-23 Impact Report

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NEW
HORIZON
YOUTH
CENTRE

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SUPPORTERS

01



NOTE FROM THE CHAIR OF THE BOARD

History has taught us that after a shock there is often a significant aftershock, and the events of the last twelve months has reminded us what a good teacher history is.

Having spent two years carefully navigating a global health pandemic, we began the year with a sense of optimism that we might, for the first time since 2019, have less choppy waters ahead but the unfolding impacts of the cost-of-living crisis have dashed this hope and have proven, in many ways, to be a much harder challenge for the young people we support.

The winter of 2022 was amongst the toughest periods in our long and proud history as we continued through yet more uncertainty but with growing numbers of young people arriving weekly for support, the cumulative impact weighed heavily on our staff and those who came through our doors in search of help with housing. Our new strategy was tested by the scale of need in the build up to Christmas and the carefully curated hybrid working plans quickly being subsumed by the very real and growing numbers of young people coming to the daycentre daily. Our objectives remained correct but as with the Covid days, the means of delivering them needed revisiting constantly. There was, yet again, a period of starting over.

Exiting the pandemic, we knew youth homelessness was on the rise and with an estimated 36,000 young people facing periods with nowhere to call home last year – a double decker buses' worth every single day – we took our fight to the streets in October as part of our #StopTheBus campaign, thrusting upon politicians the scale of the issue through our bright pink bus and challenging them to do more.

As I write, the challenges surrounding us continue to mount and as the housing crisis in London deepens it would be easy to be despondent. But our story has always been one of hope and my time in the centre is always a reminder of that. Whatever obstacles the world puts in front of young people, they navigate them. The harder the challenges, the more young people are motivated to overcome them. We are reminded daily that you should never underestimate the potential of young people. Together we will always find a way.

And as the challenges mount so too does our gratitude for the loyal and growing number of supporters that make our work possible. Our sincere thanks go to them for their steadfast support through some of the most complex years in our history.

My heartfelt thanks go also to our leadership team, staff and my fellow trustees whose commitment to our mission and young people is both unwavering and appreciated immensely. Thank you for ensuring young people's potential has a home.

Thank you,

MATTHEW REED
CHAIR OF THE BOARD OF TRUSTEES

02



ABOUT NEW HORIZON YOUTH CENTRE

Every year, thousands of young people across the Capital become homeless through no fault of their own. That's why New Horizon Youth Centre exists.

We are a vital support network for 16-24 year olds with nowhere else to go. Through the services we provide at our day centre, via outreach and remotely, our multidisciplinary team of 50 staff support thousands of young people experiencing homelessness in London to find safety, improve their wellbeing, develop skills for life and ultimately find somewhere that they can call home.

For as long as young people are homeless and unsafe in London, we will be on a mission to give their potential a home.

We deliver this mission through four strategic objectives:

Delivering high quality, trauma-informed services for any young person that needs our support **(Services)**

Working with and through others to optimise our offer and maximise our impact **(Partnerships)**
Saying what others won't say and doing what other won't do to ensure that no single young person misses out, even the young people we will never meet **(Policy, learning and comms)**

Delivering these by:

Sustaining a well-run organisation that invests in staff and celebrates the diversity that makes us a success

And our work is guided by four values:

We see the best in everyone – We all have strengths and the potential to make the best of our life and work, when given a fair chance
We are dynamic in our approach – We are always adapting because the world changes and what young people need and want changes
We collaborate on solutions – We trust and work with diverse people and organisations so that we can achieve more together
We are our word – We will do what we say we will because the young people we support, our team and our partners deserve nothing less

New Horizon was founded in 1967 to address the needs of young people who were involved in drug misuse in the West End of London. 56 years later we are still working with young people in London, now with a much wider scope. During these five decades the centre has continued to provide a safe space for young people experiencing homelessness in the Capital, whether that was in our original base in Covent Garden or through our existing home in Somers Town, Kings Cross.

Although a lot has changed over that time, our work is as necessary as ever. In response to this we have steadily grown from a team of 3 when the daycentre first opened to today's diverse and multi-disciplined team of over 50 staff, delivering a wide range of wraparound services. If housing is the hook for young people to come to New Horizon, then it is our holistic offer that keeps them coming back, providing the stability, safety and support they need to start to rebuild their lives.

03

THE YEAR IN REVIEW

2022-23 was a year of two halves. We spent the first 6 months in COVID-19 mode, with limited numbers admitted to our day centre, rigorous PPE measures in place and a scaled back service to protect our staff and young people from the disease. The second half saw us transition out of the pandemic, relaxing precautions, services rapidly re-opening and a massive escalation in need across the city. This transition is mirrored in the numbers of young people who we worked with, which aren't as consistent as in previous years.

Some things remained true throughout, including the simple fact that every young person we interact with has a housing need, whether that's current or impending homelessness or experiencing danger or distress in their current home. This has been, and continues to be, exacerbated to scales we haven't seen in decades. The effect of the pandemic and the Cost-of-Living crisis are both driving this and we have maintained our hybrid offer alongside growing our in-person services to meet this level of need.

Despite these compounding issues around housing, equity and safety, our team have gone above and beyond in a really difficult time. Below we lay out these achievements, as well as the barriers we've come up against and how we're responding to give every young Londoners' potential a home.

“

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– NEW HORIZON



01

DELIVERING **HIGH QUALITY, TRAUMA-INFORMED SERVICES** FOR ANY YOUNG PERSON THAT NEEDS OUR SUPPORT

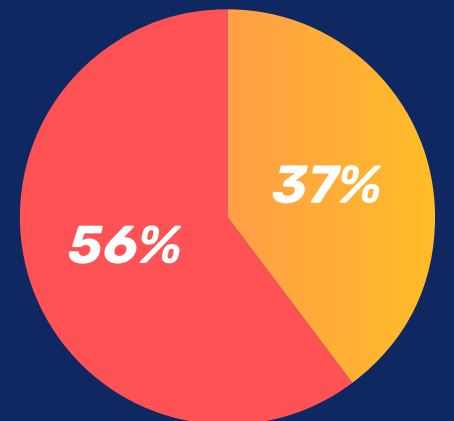
Young people continued to be pushed into dangerous and desperate situations and the need for our services continues to grow. Although the year started with socially distanced delivery, we quickly got back to pre-pandemic levels of operating, with 40+ young people daily in our centre, something we hadn't expected given our new hybrid model of delivery.



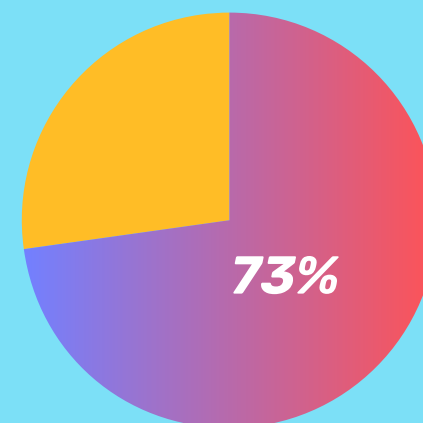
This year we worked with

1,146

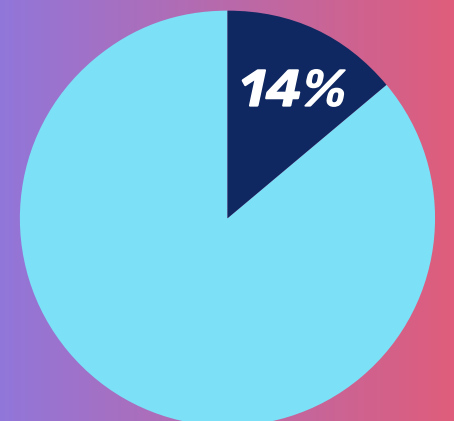
young people.



With 37% identifying as female, and 56% as male,



73% as black, Asian or minority ethnic,

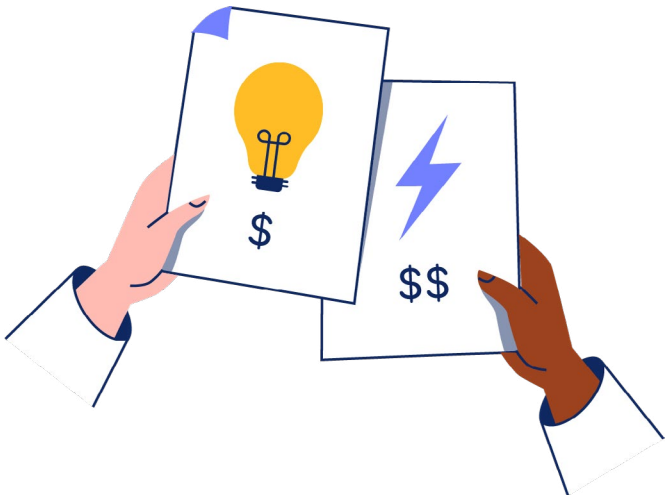


and 14% as identified as LGBTQ.

Refocusing our services around four key outcomes areas (Housing, Safety, Life-skills, and Health) to help us specialise further and grow our impact.

At the beginning of the year we slightly restructured our services team to better fit our new service strategy and allow for a period of growth. No staff were made redundant during this process and the new structure has settled in well. It allows us to collaborate more effectively and new specialist posts such as the Youth Voice Worker and Referrals Assistant have meant we can communicate with young people and teams.

Across the 2022-23 financial year our **Housing** team were in constant demand, working directly with...

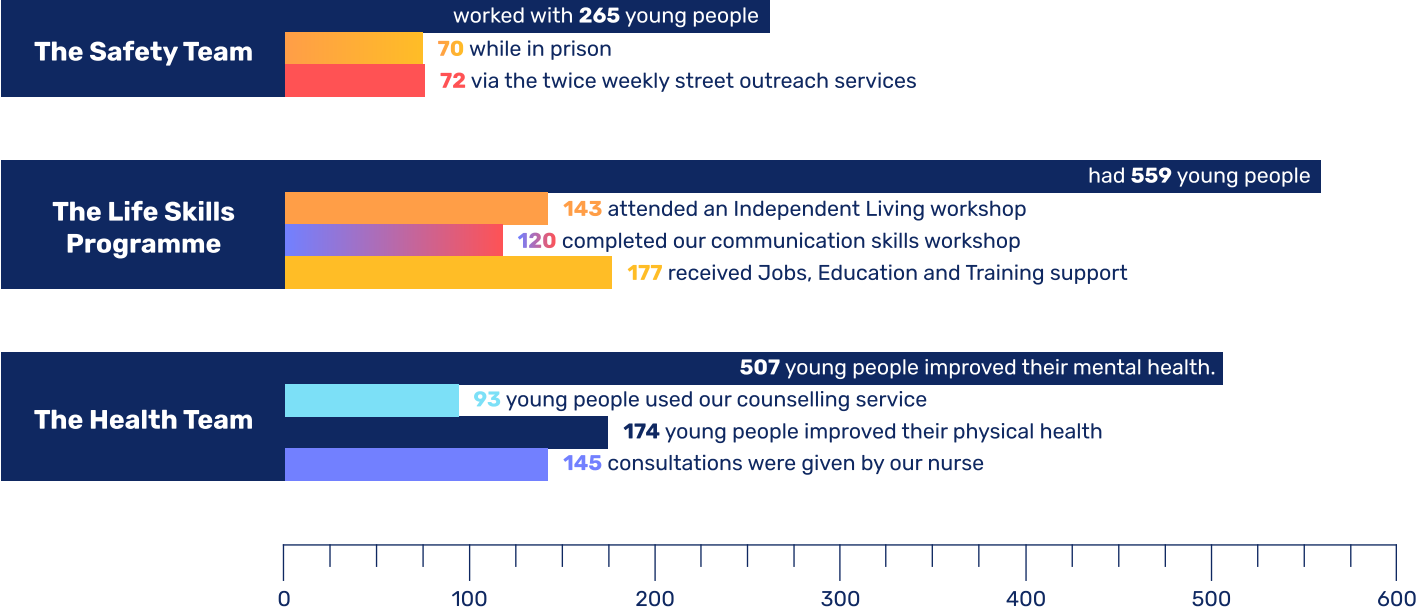


Systemic inequities and pressure on housing stock and many people’s financial stability continue to push young people into stressful or unsafe situations. Our **Safety** team deliver some of the most comprehensive support in the UK for young people affected by the criminal justice system as well as delivering frontline street, prison and community outreach. In 2022-23 they worked with **265** young people, **70** of whom received help while in prison and **72** of whom engaged with our twice weekly street outreach services.

During the second half of the year and during the 2023-24 year so far we are seeing massive issues around securing move on accommodation from temporary or emergency placements and a massive reduction in affordable private rented housing stock across the city. We anticipate this continuing to be a significant barrier to already stretched services such as ours.

We know that simply getting keys to a property, whether short or long term is only the first step in sustainably solving someone’s homelessness. We work with many young people who have struggled to access other services for support. This is often due to young people’s needs not being understood or met and young people not being given the tools they need to take care of or advocate for themselves.

We aim to equip young people with the skills they need to maintain positive and independent lives so we scaled up our life skills offer in 2022-23. **559** young people engaged with our Life Skills programme, our highest number for years, **143** of whom attended an Independent Living workshop, **120** completed our communication skills workshop and **177** receiving Jobs, Education and Training support.



Creating a brand-new Health offer and optimising the scale of our housing offer to address these continued areas of significant need.

Mental and physical health are both enormously tied to homelessness and injustice, both as cause and consequence. We have offered some health services in the day centre and via advocacy for decades, but we decided to increase this offer to try and meet the huge level of need.

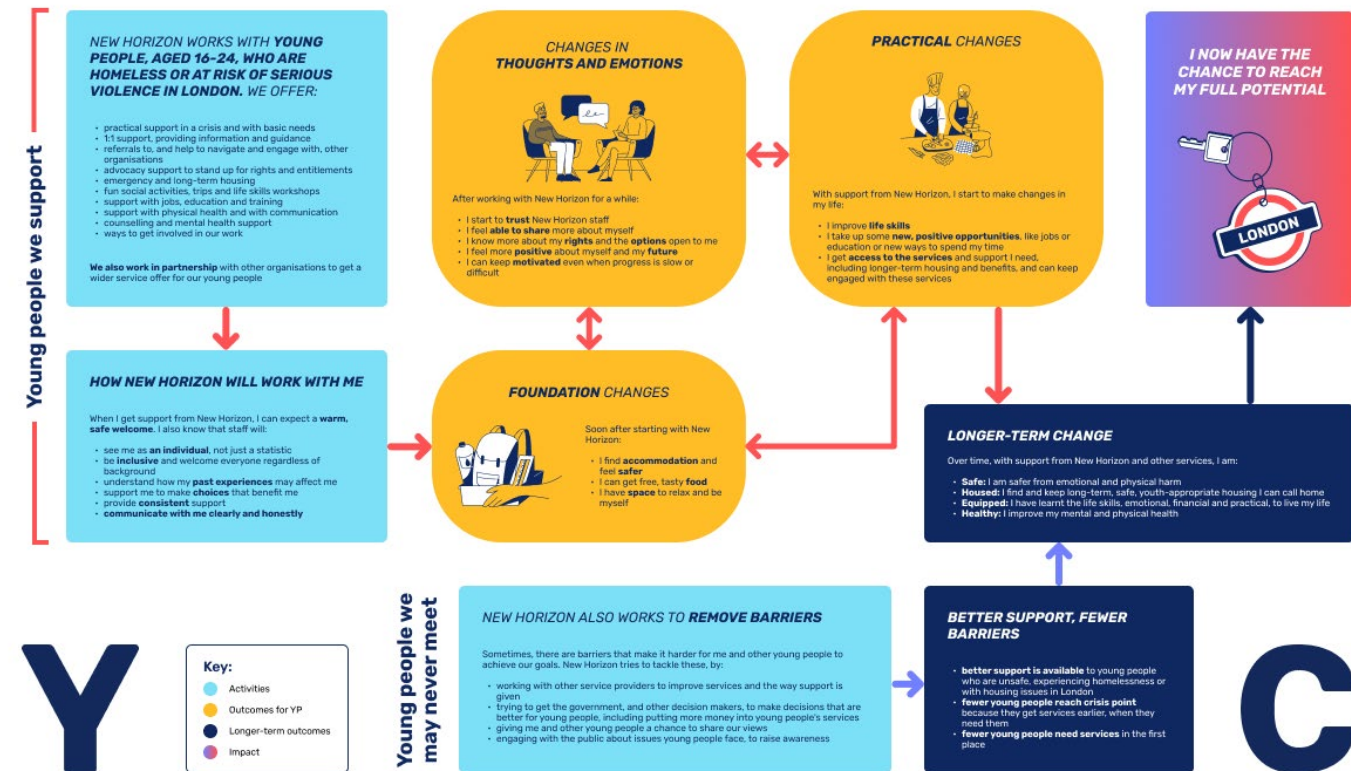
Last year we continued to see a lot of young people with complex needs at a time when there’s been a significant drop in services that can work with those young people. Scaling up our health offer was a crucial choice by our team to make sure we can

keep providing excellent services to everyone who needs them.

In 2022-23 our **Health** team increased to include a second Counsellor, doubling our counselling capacity. We were able to hire a male counsellor alongside our female worker to give young people a choice to speak to who they felt most comfortable with. We also began recruitment for a Services Manager for the Health team. **507** young people improved their mental health through engaging with our services, with **93** young people using our counselling service. **174** young people improved their physical health by consulting with our nurse and/or taking part in sports and fitness activities.



N H OUR THEORY OF CHANGE



Our new Theory of Change

If we want to support young people to be safe, healthy, equipped and housed, we need to know what works and doesn't work, why, and how to prove it. Having a Theory of Change means we can better measure and communicate the difference we make – whether it's for the young people we support directly or the young people we may never meet.

As well as helping us clarify young people's key outcomes and strengthening our evaluation, the process of developing our Theory of Change has brought staff together; all teams were involved in creating a cohesive and purposeful definition of our work. That included the work we already do – and do really well – and work we're aspiring towards and learning how to do better.

We're really proud to have developed a Theory of Change that is true to us, flexible, evolving and a stepping stone towards delivering our goals in line with our values. Read more about it here.

Redefining the welcomes into our services so that we can build trust and ensure young people get the support they want and move on.

As part of our efforts to ensure young people can quickly access the support they need in a consistent way we moved to a central point of referral for all young people engaging in the centre's services. The same process was applied to young people accessing the London Youth Gateway.

At the end of the year this work was taken on formally through a dedicated post, a brand new Referrals Assistant who acts as the first point of contact for our young people dealing with incoming referrals via different channels including self-referrals, professionals, the London Youth Gateway, telephone calls and emails.

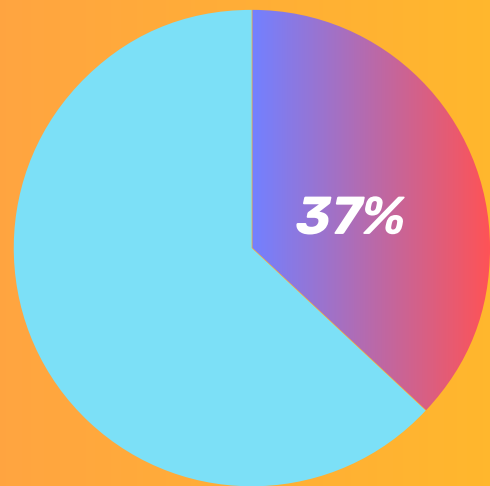
02 WORKING WITH AND THROUGH OTHERS TO OPTIMISE OUR OFFER AND MAXIMISE OUR IMPACT

Unprecedented challenges have led to the need for unprecedented ways of working. More than ever the need and desire to work in partnership has come to the fore, as we share resources, spot gaps and come together to design solutions. In the 2022-23 year we have invested more resources to deliver quality partnership work and strengthen our reputation across the statutory and third sectors for our collaborations, including our landmark project; the London Youth Gateway.

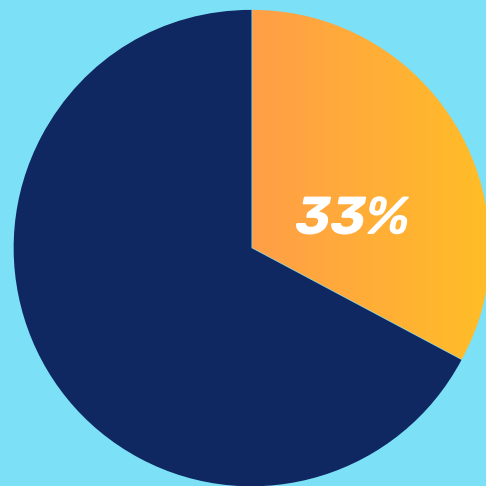
Continuing to invest in the London Youth Gateway youth homelessness partnership, scaling its reach and finding more ways to collaborate.

We have now been running the London Youth Gateway (LYG) for a decade, reaching tens of thousands of Londoners and ensuring young people get the appropriate support in the least intrusive way. We were proud to be awarded a new, 4 year grant award from London Councils to continue this work. The LYG expanded for this new iteration, welcoming immigration and refugee charity Praxis into the partnership to deliver advice and advocacy. During 2022-23 our focus for LYG was building this new iteration of the partnership around a stronger central point of access. We did this by building a new website and self referral form to offer young people a simple and trauma informed path into services.





37% of all our users were young women



33% of all our users have faced rough sleeping

Revitalising our centre as a hub that provides both drop-in and specialist services via our team and a network of committed partners that share our values.

The new ways of working during the pandemic enabled more people to access New Horizon but stopped others from engaging. As a result, we saw changes to our service user demographics, with growing numbers of young women (**37%** of all users) and growing numbers having faced rough sleeping (**33%** of all users).

As we emerged out of the pandemic, we experimented with specialist opening times so that on Tuesdays and Wednesday afternoons young people who needed dedicated one to one support and young women respectively could use the centre's dedicated resources. We also continued to grow our Men's space on Friday afternoons and in the spring began planning a drop-in specifically for young migrants with our partner Praxis.

More deliberately sharing best practice with partners and statutory agencies so that more professionals are equipped with the skills and knowledge to help.

In June 2022 New Horizon Youth Centre worked with Haringey Council, Project Futures and Gateway to put on an event at Tottenham Hotspur's stadium called 'Tackling youth homelessness in the capital – together'. This involved some of the other London Youth Gateway partners and brought together staff from across the statutory, local authority and third sectors to share learning, discuss best practice and start to find solutions to tackle some of the barriers young people face.

Particular highlights since the summit last year that the Communities of Practice have contributed to are:

London Councils and GLA's dedicated youth workstream of the Life Off The Streets project; The SHAP programme has a strong youth focus in part arising from our work; The pan-London Youth Hub now has confirmed funding; New relationships have developed between CoP members, across boroughs and organisations. Work to establish a Youth Advisory Panel has started and is ongoing. This is rooted in Haringey at the moment but with intentions to expand this further.

03

SAYING WHAT OTHERS WON'T SAY AND DOING WHAT OTHER WON'T DO TO **ENSURE THAT NO SINGLE YOUNG PERSON MISSES OUT, EVEN THE YOUNG PEOPLE WE WILL NEVER MEET**

Prioritising services where needs exist without solutions, working with others to innovate and bring these issues to public attention.

Following a successful pilot in Hounslow with a 98% success rate in preventing rough sleeping, we took our pilot of our emergency accommodation 'Hotel 1824' to a new 26-bed site in Islington. This new service, know now as the Youth Hub continues to be delivered in partnership with Depaul UK, designed and run specifically for young Londoners either currently or at risk of being forced to sleep rough, supported as before by the GLA and London Councils.

Several partners and statutory services refer young people into the project. Young people from across nearly each of the London boroughs have benefitted from this essential provision. In 2022-23 following its opening in November, 56 young people from New Horizon were housed in the Youth Hub. The project was also shortlisted for several awards.

Redoubling our policy work and building our evidence to put 'grit in the system' and ensure that the issues affecting young people are understood and acted upon.

The rebrand and new website

In line with our new strategy and increased presence, we reviewed our branding and website. Both were found to be out of date with our current work and culture, particularly our website, which didn't have the functionalities we needed for our new hybrid working model.

We were fortunate to be partnered with Havas UK for two years, who provided us with extensive pro bono work from Havas London, a world leader in media and communications. Our Policy, Learning and Comms team worked closely with Havas London to develop a new brand, which was then rolled out across all of our platforms in late 2022. We delivered our rebrand on a very small budget thanks to generous support from the Havas team and other supporters.

We also built a new website from scratch with web agency Huxley Digital, to create something in line with our new brand, true to who we are and accessible to as many young people as possible.

Mayor of London visiting our new Youth Hub in Islington (image credit Depaul UK)



#StopTheBus

From 1-10 October every year, in the lead up to World Homelessness Day, we run a campaign in the King's Cross area to raise awareness of and funds for youth homelessness. Through the #NH10Days campaign, we champion the rights of young people experiencing homelessness and ask our local community to support our work. For our 2022 campaign we went big, launching our new brand and website along with a bigger campaign than anything we've ever run before.

We placed a custom wrapped double decker bus in Granary Square for the duration of the campaign to draw attention to the fact that enough young people to fill every seat of a bus are being pushed into homelessness every day in London.

The bus functioned as an exhibition and events space where we met with key stakeholders from the GLA and business leaders as well as the general public. We saw positive engagement with our campaign messaging and have received several partnerships and donations as a result, as well as being able to advance our public affairs and influencing work.



Working with young people to reframe the narrative around youth homelessness, ensuring that they have the right platform to campaign for change.

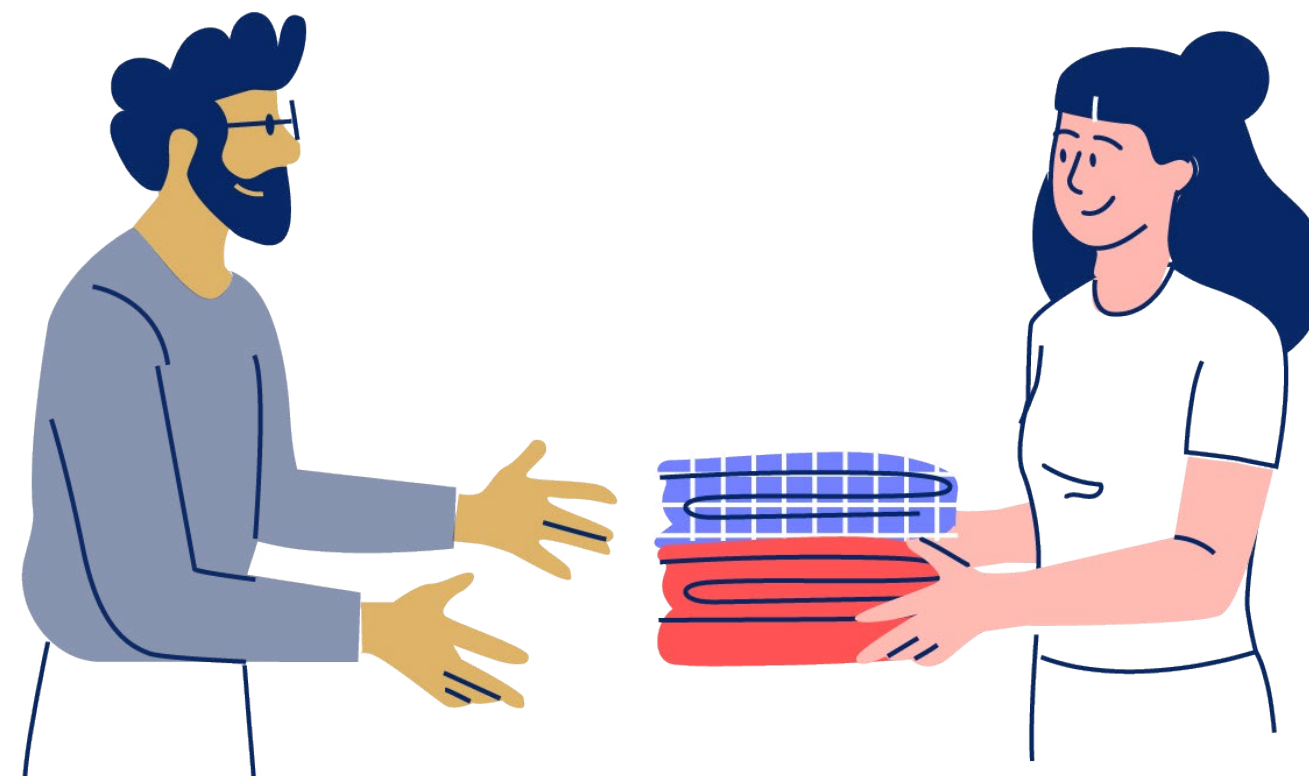
Youth voice has always been central to what we do, but we haven't always had intentional and consistent structures in place for youth input and the pandemic forced us to scale back our offer and gave us pause to think about what we wanted to do going forward. We decided to create capacity specifically for this purpose, creating the post of Youth Voice Worker who engaged over 55 young people in youth voice activities during the year.



Image credit John Sturrock

04

SUSTAINING A WELL-RUN ORGANISATION THAT INVESTS IN STAFF AND CELEBRATES THE DIVERSITY THAT MAKES US A SUCCESS



Writing our new strategy, we knew that 2022 would bring unprecedented challenges for our staff and partners, and that the year would continue to be tough for the team. As a result, staff care was central to our thoughts as we endeavoured to do more than ever to look after our employees and ensure we were all supported and connected.

Making good on our commitment to be anti-racist, embedding diversity across our work and practice.

During the year we made further progress embedding diversity into inductions, supervisions and appraisals, ensuring it was a live and lived experience for colleagues. Our Board 'Listening Group' continued to offer a safe space for staff to share their views directly with Trustees and again resulted in clear feedback and actions that have moved our agenda on considerably. The second iteration of the Diversity Leadership Programme, a package of support, coaching and training for three staff, was again a highlight receiving plaudits from those who took part.

Renewing our staff care and investing in our technology and facilities so that the team have the practical and emotional support they need to thrive.

We continued to evolve both the physical centre for hybrid working and our IT for better remote working, with significant improvements taking place to our SharePoint access and remote facilities. During the year we invested in better tech for meeting spaces, enabling far better hybrid access for staff dialling in to centre based meetings. This has significantly improved internal communications through access to all staff meetings.

Our Head of Health has been working closely with the Director of Operations on staff support during the year, ensuring reflective practice, clinical supervision and where needed, coaching is available and accessed by staff. During the end of the year, both began work with the staff on a new wellbeing policy to codify and develop this offer.

04

WHAT HAPPENS NEXT?

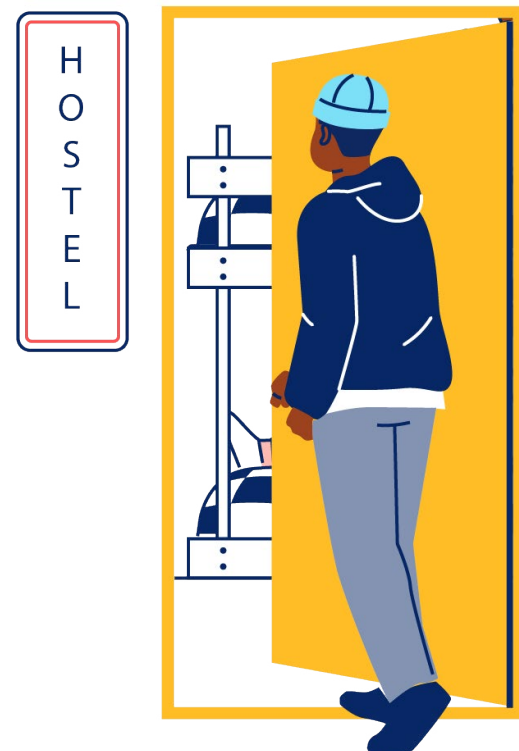
When we launched our new strategy in March 2023, we did so after a period of sustained intensity and disruption. We knew that the COVID-19 pandemic was ending but the warning signs of a new set of crises were already becoming clear. Change has, again, been the only consistency.

One year into our strategy, we enter another period of uncertainty as the cost-of-living crisis crashes up against the very real and long-lasting housing crisis within the capital, driving up homelessness in London and compounding the challenges faced by young people here. We are already seeing a significantly heightened demand for our services and despite growing the services team ready for increased levels of need, we find our services consistently oversubscribed with far more people in need each day than we can support.

Once again the severity of the situation demands a bigger response than we might previously have conceived necessary, and with the current daycentre reaching capacity limits we know that this response will have to be bolder than we might have imagined both in our service response as well as our policy one.

With this in mind, the Trustees have committed to an increased budget for 2023, again growing the capacity of our frontline outreach, housing and youth work teams. Alongside this, and emboldened by the success of our #StopTheBus campaign, we have further strengthened our policy and communications resources as we prepare for the General Election with an attempt to unite the sector behind a collective campaign for youth homelessness.

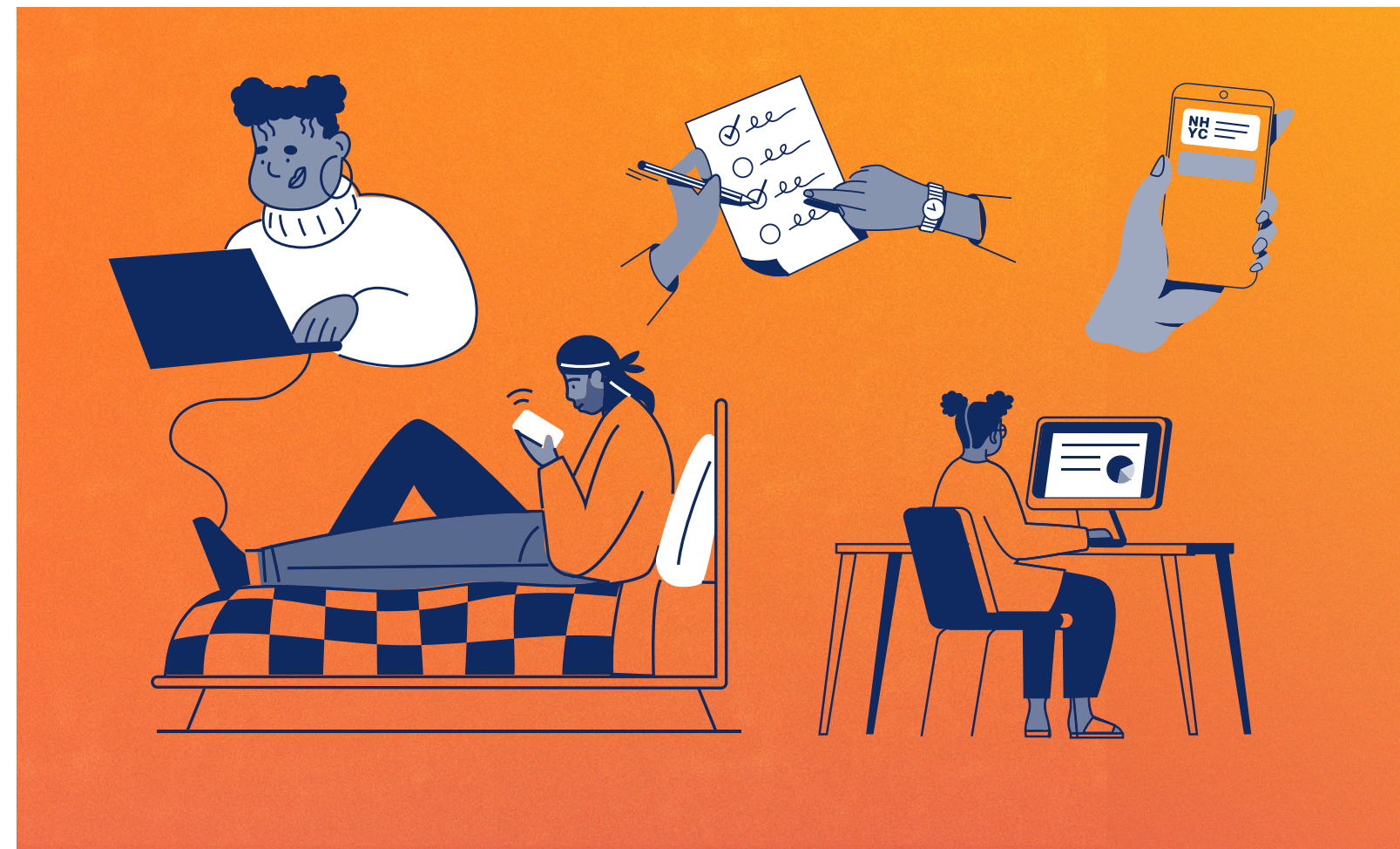
The year will be another pivotal one and, it would increasingly seem, one that might mark a new era for the organisation. Now in our 56th year, there is a sense that we might soon to be emerging into our third life chapter; the first 28 years being in the West End, the second 28 within Kings Cross. And whilst we have no intention of leaving our Camden base, there is a growing sense amongst us that we may have to do more. The need is certainly there, and with the deliberate building of both partnerships and income, we believe the opportunity is there too.



05

FINANCES

During the year we continued to benefit from support from a wide range of statutory sources and charitable trusts and continued to see success in developing support from corporates and individuals, again with strong returns from our high-net-worth donor programme. We are enormously grateful to each and every one of you. To view our income, expenditure and full financial information please visit the Charity Commission website.



06

THANK YOU TO ALL OF OUR SUPPORTERS

Without the following generous donors none of our work would have been possible.

As well as the countless individuals, charities and companies that have given their time, their money, in kind support and their commitment to supporting our vital work.



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