



Annual Report of Trustees

for the year ending 31st March 2017

Scope

The trustees, who are also directors of the charity for the purposes of the Companies Act, present their annual report and the independently examined financial statements for the period from 1st April 2016 to 31st March 2017.

The accompanying financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities.

Our Purpose and Activities

The Purpose of the charity is *“to promote any charitable purpose for the benefit of people in necessitous circumstances....to relieve poverty.... (and) to advance the Christian religion”*. Funds from various sources are used in furtherance of these Objects in order to provide high quality and creative support to men, women and children who are disadvantaged, distressed and/or in acute need within Bolton.

Our Mission is to meet the needs of children, young people, families and individual adults through professional practice and the delivery of high quality services by specialist support staff and volunteers, as a practical expression of the Christian faith. The support we provide is based on the needs of the whole person: physical, emotional, intellectual, social and spiritual.

Our Aim is to be consistently dependable, creative, challenging and inspirational in the support and care we provide in our town.

Our Vision is to see all the people of Bolton have the opportunity to flourish, realise their full potential and live lives which are free from abuse, poverty, neglect, crime, controlling substances and any sense of failure.

We Value

- the partners with whom we work
- unity across the Christian church
- our amazing staff and volunteers
- the people of Bolton

Our Activities are provided across the borough of Bolton through **twelve** principal projects, which are delivered through three teams/service areas as summarised below:

TEAMS	PROJECTS	
Food Team (Relief of Poverty)	Bolton Lunches	Providing free packed lunches during the summer holidays, which target children in receipt of free school meals.
	Christmas Dinner on Jesus	Providing Christmas hampers to struggling individuals and families.
	Friends of Fun Food	Cooking confidence, meal planning and food budgeting skills for Urban Outreach clients. Schools and community based food activities targeting Bolton's most deprived communities.
	Local Welfare Provision	Providing emergency food parcels and gas/electric top-ups for individuals and families on behalf of Bolton Council.
	Storehouse Foodbank & Storehouse Pantry	Weekly distribution of food and other household consumables to struggling individuals and families.
	Winter Watch	Providing the homeless, the vulnerable and the lonely with hot meals, clothing, showers, advice and support during the winter months.
Children & Families Team	Family First	Working with families who regularly access public support services, helping them to address the complex issues they present.
	RUNA (Remember U are Not Alone)	We partner with Bolton Council and GM Police to provide Independent Return Interviews for Children Missing from Home and Care. Families are supported to address and help remedy the causes and address child safeguarding issues.
Adult Support Team (Health, Homelessness & Offender Support)	Eve's Space	Working closely with Probation and the police to support female offenders and those at risk, in order to reduce the risk of re-offending and encourage more productive lifestyles.
	Reach Out	Practical and emotional support to women involved in sex work to help them exit prostitution.
	Street Life	Working closely with the hardest-to-rehouse homeless people; helping to broker and sustain tenancies and provide wrap around support.
	Support First	Working with vulnerable adults with a range of complex social and lifestyle issues, who repeatedly use the emergency services, offering advice and practical assistance to individuals and couples through home visits.

Trustees review the objectives and activities of the charity annually to ensure they continue to reflect the charity's purpose and aims, provide demonstrable public and community benefit and wherever possible, demonstrate effective savings to the public purse. In so doing, we remain satisfied that the charity's activities continue to meet this test.

Achievements and Performance

Overview

The achievement of good outcomes and outputs in a cost effective and timely manner is central to the impact and overall success of our work. Many of our clients have multiple barriers to their leading healthy and rewarding lives. This presents both a very challenging and rewarding work environment for our staff and our volunteers.

Key issues affecting us as an organisation this year and into the near future are that we are gradually outgrowing our current premises and facilities. The range of complex issues and needs of our clients remain as challenging as ever. However, cuts in mainstream public sector funding, coupled with increasing thresholds for clients accessing statutory services are leading to more 'falling through the net', with larger numbers potentially accessing our services. Coupled with this, increasing diversification of our service offer in response to need, has given us cause to review our organisational structures, systems and facilities to ensure we are fit for the future. Despite these challenges, we are pleased to report that once again we have met the expectations of our principal supporters and funders.

Key Developments

In April 2016 we held our annual celebratory service at Claremont Church, to which we invited our key partners and clients past and present. Our key speaker at this event was Barry Woodward who provided both a challenging and inspirational message.

In May we agreed a partnership arrangement with national charity Home for Good (HfG). In this we are supporting local church communities who in turn are supporting households becoming local authority fosterers. A launch event for the local partnership was held on 30th November which was attended by HfG's founder Krish Kandiah.

In June it was announced that we had been granted the Queens Award for Voluntary Service. The following month, ten staff and volunteer representatives attended a reception at Gorton Monastery to receive the accolade. In July we had a BBQ for staff and another social event for many of our volunteers to say a big 'thank you' for all their hard work over the year.

In the Autumn of 2016 we held a mini-conference with churches across Bolton to start a conversation on how we might work more collaboratively, sharing our skills, knowledge and resources to deliver our shared vision to see poverty eradicated in Bolton.

On 1st February 2017 all our eligible staff were auto-enrolled into the NEST Pension Scheme. In March we held an away day with staff and trustees to reflect back on our progress as a charity, to explore our current state, and to look forward to what we want to achieve.

Over the course of this year we have developed a strong working relationship with GM Police Challenger team, business and community leaders working to address modern day slavery under the slogan 'No Hiding Place'.

We also received funding to engage the services of a consultant to review our organisational strengths and capabilities, and to make recommendations on future organisational development. The views of our supporters, volunteers and staff were drawn upon and from this an Organisational

Development Plan was produced. Coupled with this we invested time and effort in strengthening our governance arrangements and related policies and procedures.

Partner Support

Over **350** amazing volunteers

We are hugely appreciative of our **350** amazing volunteers without whom our seasonal and food-based projects would not be possible. Distributed to over **120** locations across the town (up from 100 in the previous year), our food collection 'grub tubs' were used for the collection of food from individual donors. We continued our good relationships with Bolton Council, Bolton at Home and more than **100** businesses and agencies across the town, together with the cross-denominational support of more than **80** churches and over **80** local schools.

We remain ever grateful for the corporate support, both in-kind, through volunteering time, donations and grants and food donations. Amongst others this year, we must express our gratitude for the direct support we received from Seddon's (construction), Barclays, Asda, Warburton's, Carrs, Allen's Bakery, Tesco, Atherton's, Morrison's, Sainsbury's, Keoghs (solicitors), United Utilities, the Insolvency Service, British Gas, Rotary Club, Axa Insurance, DonnellyBentley (accountants), Santander, Greater Manchester Police and Lloyds Bank.

Once again we held Open Days for **6** primary schools in the summer term and provided talks in **34** schools, community groups and churches over the Autumn season - providing children and adults with an insight into our work, the facts about homelessness and what happens to all the food which is donated to us.

Projects

2016/17 has been a year of implementation and consolidation of a number of pilot projects which commenced in the previous year. At the same time we saw success in the continuation of existing service contracts that were re-tendered during the year.

In December we secured a three year funding commitment from Lloyds Bank Foundation which enabled continued development of our Adult Support Team Leader role.

Our achievements and performance headlines for each of our 12 principal project areas are summarised below:-

Food Team (Relief of Poverty)**Bolton Lunches****44,500** lunches supplied over the school summer holiday

This was our third year of delivering Bolton Lunches. More than one in five school children are eligible for free school meals in Bolton – that's 8,600 children. During the summer school holidays, many of these families face a six week struggle to find the money to feed their children. Once again we utilised our warehouse space to assemble production lines for sandwich making. In partnership with local children's centres, churches and businesses, and an army of **over 140** amazing volunteers we produced and supplied **44,500** lunches over six week period (up from 33,700 in the previous year).

On average across the six weeks, this amounted to **7416** lunches per week (or **1534** per day), targeting areas of multiple deprivation across the town. This year we provided lunch to **approximately 5500** individual children. We also assisted the **22** distribution centres (up from 19), by providing an opportunity for greater connection and interaction with their local community. In one centre they took the opportunity to host a 'teddy bear's picnic' with the packed lunches. It also enabled families to access their local community centres/churches to find out about other local services and benefits available locally.

We received **22** individual donations into Bolton Lunches which ensured we were able to cover our costs. We are grateful to all of these including Bolton Council, Santander, Benenden Insurance, Bolton Ladies Fundraiser, churches across Bolton and many individual donors.

Christmas Dinner on Jesus**4,005** people fed on Christmas Day

In December 2016 we were able to provide **1221** Christmas hampers (up from 1200). We received and were able to respond positively to all referrals from churches and agencies within the town and from our own service areas. As in previous years, many and various groups donated items for the hampers. Once again, our food sorting warehouse was the principal point for packing and distribution in the few days leading up to Christmas.

Over 200 volunteers assisted us in the assembly and distribution of the hampers this year. We are immensely grateful to everyone who contributed to this venture. In total **4005** people (**2010** adults and **1995** children) benefited from our hampers which was an increase on the previous year.

Friends of Fun Food

Over **800** individuals engaged

This initiative is all about restoring the fun in food, broadening people's experience of food, helping them to gain skills and confidence, and supporting one other in cooking together. The project is broad-based, but our primary focus is in supporting disadvantaged and low-income individuals and families and providing guidance in cooking nutritious meals on a budget.

Our primary focus is on clients who receive other support through Urban Outreach and in supporting schools and communities particularly within disadvantaged neighbourhoods. In a recent survey we conducted at our foodbank we found that:

- a third of clients ate no fruit and vegetables;
- cost, lack of knowledge and lack of interest in cooking were major barriers to healthy eating, and
- one in four rated their cooking confidence as low.

Over the course of the year we continued to work on developing cooking confidence and cookery skills, preparing meals from scratch, developing food budgeting guides, freezing and batching and step by step recipe guides.

In December we received funding from the NEA's Warm Homes Campaign to enable delivery of slow cook workshops. This we did in partnership with Bolton Council's Money Skills Service who provided home energy information and advice. Our workshops were delivered in February 2017 in the lead up to Fuel Poverty Awareness Day.

Over the course of the year, **442** children **12** adults and **22** family groups participated in and were supported through the project. We worked with **12** schools and community centres, and participated in **10** community events through which we engaged with a further **342** individuals.

Local Welfare Provision

1,331 emergency food parcels distributed

This was our **fourth** year as Bolton Council's voluntary sector partner for the distribution of emergency food and fuel elements of Local Welfare Provision (LWP) to people in acute and urgent need of support. Means-tested referrals are made by the Council who funds us to purchase food for preparation and distribution according to household size. The food we provide is sufficient to support households for a week. Over the course of this year, **1331** food parcels were handed out, supporting **1509** adults, **791** children and **81** babies. On average we supplied approximately **£3,200** worth of emergency food and **£2,781** worth of pre-payment energy top-ups each month. These figures broadly reflect those for the previous year.

Storehouse Foodbank

2,320 food parcels distributed

Storehouse is Bolton's main food bank and distribution project which is based at our Urban Restore Centre near Bolton town centre. Storehouse provides weekly food parcels to families and single people who have suffered sudden redundancy, illness, debts, adverse changes to or a delay in benefits including those suffering from the effects of benefit sanctions.

Referrals are made through more than **100 agencies** who are registered with us (up from 80 in the previous year). These include Citizens Advice, housing providers, community and Children's Centres, local authority workers, health visitors and other local charities. Refresher training was delivered to referring agency workers over the summer period. Working together, we are proud of the comprehensive range of support beyond food that our clients are able to access to help them address the underlying causes of their hardship.

Our Foodbank clients receive up to six weeks support in any 6 month period, mostly by attending our Centre. Home deliveries are made to the frail elderly, those with mobility issues and single parents with very young children.

Over the course of the year more than **70** volunteers helped to sort and bag food, and provide a welcoming and warm environment with refreshments when clients attend. This year Storehouse gave out **2320** food parcels (down from 2928 in the previous year) which have fed **805** adults and **987** children (previously 1279 and 761 respectively). This reduction was due mainly to the establishment of additional outlets through the Storehouse Pantry project (below). This year we also introduced a better cloud-based software system which has improved data recording accuracy.

Storehouse Pantry

3,336 weekly household 'shopping' visits

From the launch of a pilot project in November 2015, we continued to evolve and develop this new initiative over the course of the year. Initially based at the Hope Centre on Johnson Fold estate, we have been working in partnership with St. Peter's Church and Bolton at Home to develop wrap-around support for Pantry Members in the form of a 'market place' of services. In addition we continued to work on expanding the model to other locations across the borough.

Members pay a small weekly subscription which enables them to select items from Pantry shelves which are restocked weekly. Membership entitlement is based on foodbank and residency criteria and is periodically reviewed on a one-to-one basis to avoid dependency and to support Members in addressing all that is creating hardship for them.

Over the course of this year **3336** weekly 'shopping' visits were made across **82 opening sessions**, supporting **372** adults and **277** children with an average of **50** Member visits being made each week.

This impact has been achieved through the tireless work of **24** volunteers who have helped with food deliveries, sorting, shelf stocking and serving Members. Partner agencies have provided additional advice and guidance to support Members needs including debt and energy advice, help with CV's and finding work, help with making meals and support with rent arrears etc.

Winter Watch

2,234 meals prepared and served over the winter months

Winter Watch has been operating as a cafe for homeless, transient, vulnerable and lonely adults during the winter months since 1997. Based at our Urban Restore Centre near Bolton town centre, the project provides guests with a three course meal, a shower, clothing and emergency items for rough sleepers when this is needed. It provides a place of warmth, friendship and a place to socialise and chat. Periodically a hairdresser and chiropodist attend which is an invaluable service for some of our clients.

In the autumn of 2016 our volunteers assisted in the sorting, labelling and dating of food donated at harvest time ready for use in the cafe. The cafe opened its doors again each Friday, Saturday and Sunday evening between January and March 2017. Delivery was entirely staffed by over **100** volunteers who prepared and served meals and provided support in the café on a rota basis.

Visits to the café totalled **2234** over the period (up from 1764). In total **389** individuals came through our doors – up from 361 in the previous year. This represents **300** male and **89** female guests. **12%** (up from 8%) were under the age of 25 and a further **34%** (down from 39%) were between 26 and 40 years old. A high proportion of our guests have mental health and substance misuse issues.

Children & Families Team

Family First

58 families supported

We continued to work closely with Bolton Council as their voluntary sector 'Family First' provider in delivering the Government's 'Troubled Families' Programme. We were delighted to be successful in the retendering of this contract for a further three years which commenced in April 2016.

We work with families experiencing multiple difficulties and issues including children not attending school, multi-generational unemployment, youth crime and anti-social behaviour. We work closely with a range of agencies and specialist practitioners to provide families with advice, support and encouragement. Our partnership approach, coupled with our range of complementary in-house services has helped in bringing a joined-up 'family focused' approach to this work.

Over the course of the year **45** families were referred into our service and we worked with a total of **58** families. We achieved 'positive outcomes' in 45 of all those with whom we worked, i.e. **78%**.

Typically these outcomes were reductions in offending, improved school attendance, improved mental health, and a reduced instance in substance or domestic abuse. (This figure was 50% at 31st March 2016).

We are acknowledged locally as taking on some of the most challenging cases, often where engagement and relationships with other professionals has broken down. Our 'turnaround rate' is above average and Bolton's overall performance against other GM boroughs is very high. We are pleased to report positive outcomes around improved engagement with services, improved attendance at school, successfully accessing skills training and employment, improvements in family approaches, thinking and attitudes, health and housing issues.

RUNA (Remember U R Not Alone)

1,248 return interviews conducted with children

RUNA works with children who go missing from home, helping them understand the dangers of running away and addressing the issues that caused the running. In this project, we are jointly funded by and work closely with GM Police, Bolton Council and local schools. We conduct independent 'Return Interviews' with each returned child. A unique aspect of our service is the joint visits and intelligence sharing arrangements we have with Greater Manchester Police, who have placed a dedicated 'Missing from Home' officer to work alongside our staff.

Prior to this new service approach (which commenced in 2015), only 14% of return interviews in Bolton were conducted within 72 hours of the young person being found which is a government target. Over our 2016/17 financial year, we are pleased to report that **84%** are now conducted within the 72 hour target. The success of our joint work in Bolton is now being used as a model for other areas.

This year there were **1619** reports to the police of missing children in Bolton (up from 1331 in the previous year). This related to **501** individuals (450 last year). We carried out a total of **1248** return interviews (up from 924 in the previous year). **21%** of all incidents were from children who went missing between two and five times, (up from 10% in the previous year). These increases were largely attributed to a small group of young people coupled with raised awareness and higher levels of reporting from carers, which is trend across Greater Manchester.

In June and July we secured additional funding from the Police and Crime Commissioner and from the Big Lottery (Reaching Communities) to provide an additional RUNA Support service. This provides additional intervention and support for children at repeat risk of running, but who fall under the threshold for statutory agency intervention. We asked young people how they feel across a range of key factors both at the start and end of our involvement. On average over the course of this year, **71%** said they felt things had improved.

Adult Support Team (Health, Homelessness & Offender Support)**Eve's Space****87** female ex-offenders intensively supported

Our Eve's Space service supports women who have offended and those who are at risk of offending. We provide support in a holistic manner including assistance with accommodation, finance and debts, drugs and alcohol, attitudes and behaviour, children and families, health, skills and employment. Together with each client, we produce an action plan to help them meet their goals and aspirations.

Significant further funding was awarded this year to the Greater Manchester Women's Support Alliance of which Eve's Space is a founder member. This has allowed the Alliance to employ an Alliance Development Worker, to coordinate the work of the Alliance, Prison Link workers based in HMP Styal and Service User Involvement Workers to support clients to get involved in the design of service delivery. This has supported the delivery of our Eve's Space project.

We established a partnership arrangement with Great Places Housing Group. This enabled us to make direct referrals of Eve's Space and Support First clients into supported accommodation.

During the year Eve's Space received **146** referrals (up from 138 in the previous year). **87** clients were provided with intensive one-to-one support (up from 86 last year). **83%** of clients demonstrated positive progress with their action plans (up from 82% in the previous year).

Reach Out**24** women with current or previous sex work issues supported

Reach Out offers practical and emotional support, information and guidance to women involved in sex work in Bolton. The project helps women to exit prostitution and rebuild their lives. Clients were supported in their health and drug and alcohol needs, finance, benefits and debt issues, attitudes, thinking, behaviour and accommodation needs. Last year **24** women with current or previous sex work issues were supported through our service (up from 18 in the previous year).

Street Life

Accommodation found for **144** homeless clients

Street Life continues to be a lifeline for Bolton's homeless – particularly those with a chequered housing history including rent arrears, abandonment, eviction and anti-social behaviour. This adversely affects our clients' future housing options. Our project helps prevent rough-sleeping by helping clients to find accommodation quickly.

Street Life operates a weekly drop-in at our Restore Centre. Advice and information is given particularly in relation to housing options, applications for housing, benefit queries and landlord concerns. Bolton's Drug and Alcohol Service attend and the NHS Homeless and Vulnerable Team Nurse Practitioners continue to be a great asset to the centre, providing health screening and advice, wound dressings, flu jabs and prescribing. We are grateful for the team of volunteers who help with security, welcoming and refreshments.

We continue to experience steady demand for our Street Life service. There were **1019** client attendances at weekly drop-in sessions which were held during the year. Accommodation was found for **144** clients within the year. Of these, 14% were accommodated on multiple occasions. 37% of clients were accommodated by private landlords, 5% in temporary hostel accommodation, 30% with family and friends and 10% with Bolton at Home.

Street Life has continued to be affected by the limited availability of private letting opportunities and a high need for us to broker arrangements with family and friends to accommodate the highly vulnerable and needy clients who access this service.

Support First

Intensive support provided for **81** clients

In January 2016 we started a pilot project with Greater Manchester Police working with adults who have a range of complex social and lifestyle issues, and who are repeatedly calling the police as a result of domestic incidents. The project is funded through the Home Office Innovation Fund.

Last year (2016/17) we worked intensively with **27** clients under this element of the project. An evaluation of this project in November 2016 showed that:

- 60% of those with relationship needs had removed themselves from a difficult relationship
- 94% made positive progress in relation to addressing housing needs
- 71% made progress in reducing their alcohol consumption and/or accessing treatment
- 88% made positive progress in relation to resolving finances and debt concerns
- 89% had sought positive support/maintaining correct medication for their mental health

A further strand of our Support First project helps individuals who have difficulty accessing mainstream health services. Many are high attenders at A&E, or are the subject of unplanned admissions to hospital, or are making frequent visits to their GP. Funded through the Big Lottery's 'Help Through Crisis' fund, clients are referred through Greater Manchester Police, the Royal Bolton Hospital, Greater Manchester West Mental Health, and the North West Ambulance Service. Our service started in July 2016. Local mental health support charity BAND (Building A New Direction) are providing a befriending support service to project clients.

The end of year report to the Big Lottery covering the period July 2016 - June 2017 showed that **54** referrals were accepted onto this service. On completion of support **77%** clients recorded a significant improvement in wellbeing and **100%** had made measurable progress in moving towards more stable and self-reliant lives.

Financial Review

Principal Funding Sources

As mentioned above, the charity is funded through delivering a number of service contracts and projects funded by grant-making bodies and trust funds, and by giving from businesses, churches, local organisations and individuals.

Grant income made up 56% of total income, followed by contract income at 28% of total income. Corporate, charitable and donor giving has remained relatively strong representing 16% of total income.

This funding mix has supported some of our most critical services, providing food, clothing and support to benefit the most vulnerable and marginalised members of society. Our work with churches and other small voluntary and community groups continues to provide a vital lifeline reaching those who struggle to access mainstream support.

Investment Powers and Policy

Our investment objective is to achieve capital growth in excess of inflation (RPI) on all our cash holdings. Our strategy is to strike a balance between:

- maintaining short term liquid cash holdings to meet our planned and possible unplanned needs on a rolling basis in accordance with our Reserves Policy,
- seeking increased interest yields available on medium-to-long-term cash investments within an acceptable level of risk in order to achieve a stable and growing income stream, and
- the acquisition of buildings and facilities which meet our direct charitable needs.

In making investments, we are mindful of our duties and responsibility defined within our Memorandum and Articles of Association, i.e. trustees are required to:

“expend the funds of the Charity in such a manner as they shall consider most beneficial for the achievement of the Objects and to invest in the name of the Charity such part of the funds as they may see fit and to direct the sale or transposition of any such investments and to expend the proceeds of any such sale in furtherance of the Objects of the Charity”.

In 2014 trustees elected to invest a proportion of liquid funds in fixed term bonds which will achieve a higher yield at moderate to low risk than is available through bank savings accounts.

The charity holds building assets in the form of our main registered office. We are currently reviewing our building and facilities as outlined in ‘Plans for Future Periods’. In due course we expect this will result in an increased investment in fixed assets and buildings in accordance with the needs and demands placed upon the services we are delivering now, and plan to deliver in the foreseeable future.

Reserves Policy

Our policy is to accumulate free reserves in proportion to the risk associated with one or more major income streams failing to deliver to expectation. Our free reserves target equates to approximately twelve months operational costs. Any surplus which may be generated in excess of our reserves target will be reinvested in activities which accord with our charitable objectives.

Reserves are periodically used to cover costs arising from a change or short term cessation of funding of a project or service, to enable the effective management of change whereby new initiatives need time to become established, or to help fund required investments in facilities from which the charity operates.

We remain satisfied that our reserves target is sufficient to enable the charity to effectively manage contractual risks, issues and organisational change as identified above, or to wind up its affairs in an orderly fashion should the need arise.

Plans for Future Periods

During the 2017/18 year we will continue implementation and review of the Organisational Development Plan which we introduced in 2016. The purpose of this Plan is in respond to the future demands being placed upon us by our development and growth, to satisfy corporate governance requirements, and to strengthen our effectiveness in responding to the needs of our broad-ranging client base.

In tune with our charitable objectives we are continuing to develop our relationship with community and voluntary organisations - particularly churches where there is potential, capacity and a desire to expand on their impact within their local communities – particularly in response to the ‘poverty agenda’. We are continuing to explore new models for joint working in this area, supporting existing project work and new areas of development such as ‘Home for Good’ and ‘No Hiding Place’ mentioned earlier.

Over the summer period we are also planning an expansion of Bolton Lunches, with new sites and partners coming on board. Our aim is to ensure every disadvantaged area of the borough has access to the project. We are also making plans for new developments within Winter Watch 2018, building relationships which will support highly vulnerable clients out of their present day circumstances. Working with other concerned agencies, we are seeking to address the increasing problem of begging and rough sleeping in our town.

Following successful implementation of our pilot Storehouse Pantry project we have plans to establish an additional pantry in New Bury, Farnworth next year in partnership with Bolton at Home. In addition we will be establishing a Mobile Pantry with the support of Bolton Council, with 'go live' planned for late 2017.

We continue to work closely with the Community Rehabilitation Company contracted to deliver the 'Transforming Rehabilitation' agenda. We are exploring how we can add value to Bolton re-settlement pathways for ex-offenders, particularly those with short sentences in order to reduce the instance of re-offending. We continue to take an active part in the Greater Manchester Women's Support Alliance through which additional funded support has been granted for our work with women ex-offenders.

Funding for our OARS project (Offender Accommodation, Rehabilitation and Support) which worked with male prisoners who are released from Forest Bank Prison and who are returning to Bolton with no fixed abode, ceased in March 2016. We are continuing to explore ways in which this work may be re-commissioned as the service need remains.

We are working closely with Greater Manchester Police and other agencies supporting work to tackle Modern Day Slavery and supporting victims trafficked to Bolton, and raising awareness in the community to ensure there is 'no hiding place' for the perpetrators of this appalling crime.

We also plan to improve our office, food sorting and client support facilities. Our aim is to better meet our current and planned future project activity needs. It is recognised such development would necessitate a significant capital investment which we anticipate will be the subject of grant applications and a fund raising campaign.

Over the past year we have been developing new reporting systems and processes to record, manage and share key information including outcomes and customer information relating to our various projects. We expect this work to be completed over the course of 2017/18 with a new bespoke software system in place.

Reference and Administrative Details

Charity name	Urban Outreach (Bolton)
Charity registration number:	1044203
Company registration number:	3019108
Registered office:	Environ House, Salop Street, Bolton, BL2 1DZ

Trustees

C Bagley	Executive Trustee
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S Lancaster	Chairman of the Board of Trustees
R Oldfield	Trustee
R Pyle	Trustee
C Stott	Trustee

Secretary

D Bagley	Company Secretary
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Leadership Team

D Bagley	Chief Executive Officer
S Bottrill	Deputy Chief Executive Officer
J Morris	Strategic Development Manager
M Morris	Operations Manager
T Woodward	Team Leader

Independent Examiners

DonnellyBentley Chartered Accountants, 70 Chorley New Road, Bolton, BL1 4BY

Bankers

The Yorkshire Bank plc, Oxford Street, Bolton BL1 1RD.

Structure, Governance & Management

Governing Document

Urban Outreach (Bolton) is a company limited by guarantee. The charity was first established in 1990 and was subsequently Registered on 15th February 1995. It was incorporated under a Memorandum of Association on 7th February 1995, as amended on 22nd September 1997. This document sets out our objectives and powers, and governance arrangements through its Articles of Association.

Organisational Structure

The role, responsibilities and liability of trustees is defined by our Articles of Association. Trustees have approved a Scheme of Delegation whereby the roles and responsibilities of trustees, managers and staff are clearly defined.

The charity has a clearly defined management structure, headed by a Chief Executive Officer (CEO), who is also Company Secretary. Four senior members of staff within a Leadership Team (listed within 'Reference and Administrative Details' above), work directly to the CEO, each with clearly defined areas of responsibility and appropriate levels of staffing as determined by contracts, service areas and job descriptions.

The CEO and his Leadership Team are guided by a board of non-executive trustees. Our trustees meet formally bi-monthly and exercise principal financial and strategic oversight. Special meetings are convened periodically to focus on organisational planning and review.

Recruitment and Appointment of Trustees

The trustees, who are also directors of the charity for the purposes of the Companies Act, and who served during the year and up to the date of this Report are listed under 'Reference and Administrative Details' above.

There is no upper limit on the number of trustees, but the Articles of Association require a minimum of three. In considering the appointment of new trustees, existing trustees consider representations and make approaches primarily amongst partner organisations of the charity. Particular consideration is given to issues of diversity and the need for specific skills and expertise.

Prospective candidates are approached informally in the first instance. Following informal discussion and agreement by trustees, prospective candidates are introduced at the next Ordinary Meeting of trustees, at which formal election may be confirmed. The Company Secretary will then notify Companies House and the Charity Commission. Trustees will be required to make an annual declaration of their legal status to hold office, declare any conflict of interests, and provide individual feedback by way of an annual questionnaire.

Trustee Induction and Training

The induction process is defined within a checklist, which includes reference to the responsibilities of trustees (who are also non-executive directors) as stated in the charity's Scheme of Delegation and Trustee Handbook. Upon appointment, new trustees are provided with a copy of these and other relevant policy documents. Arrangements are made for them to tour all the charity's locations and projects, with the opportunity to meet staff, volunteers and service users.

Co-operation with other Organisations

Urban Outreach (Bolton) is a wholly independent charitable company with no subsidiary. However we work very closely with a number of national and local agencies in the capacity of delivery partner and service provider. Most significant amongst these relationships are with Bolton Council, Bolton at Home (social housing provider), and local community organisations including churches. In addition, the charity periodically receives grant funding from national and regional commissioners for the delivery of specific services.

Risk Management

As trustees we have reviewed the major strategies and business and operational risks which we face as a charity in the short and medium term. We have formulated and maintained policies to

mitigate such risks, including systems of regular reporting and forecasting. Our Investment and Reserves Policies have been formulated with these risks in mind.

Staff Remuneration

We have adopted the following principles around which remuneration for our staff is framed:

- a) Offering pay which enables our employment of appropriately qualified and experienced staff who will lead, manage, support and deliver our aims.
- b) Remaining consistent with our ethos and values.
- c) Ensuring we are always fully compliant with equal pay and other legislative requirements.
- d) Maintaining our commitment to ensuring no member of staff receives less than the 'living wage'.
- e) Recognising that salary alone does not reflect the value we attach to our staff.
- f) Recognising that monetary reward is not the primary motivating factor for many staff in doing the work we do.

Trustees' Responsibilities in Relation to the Financial Statements

We, as charity trustees (who are also the directors of Urban Outreach (Bolton) for the purposes of company law) acknowledge our responsibility for preparing the trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires that directors of the charity (namely the trustees), prepare financial statements which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure of the charity for that period. In preparing the financial statements, we acknowledge our obligation to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and to
- prepare the financial statements on a 'going concern' basis unless it is inappropriate to presume that the charity will continue in business.

We acknowledge our responsibility for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to ensure that the financial statements comply with the Companies Act 2006. We also acknowledge our responsibility for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud or other irregularities.

We acknowledge our responsibility for the maintenance and integrity of the corporate and financial information included on the charitable company's website.

Independent Examination

Donnelly Bentley's was reappointed to undertake an Independent Examination of our 2016/17 accounts at our Annual General Meeting of Thursday 17th November 2016. We acknowledge the need to appoint a Registered Auditor of our accounts if or when annual turnover exceeds £1m.

The content of this Annual Report was approved by the trustees on 21st September 2017 and signed on behalf of the trustees by:

Dave Bagley
Company Secretary