



## Annual Report of Trustees

for the year ending 31<sup>st</sup> March 2022

### 1. Scope

- 1.1 The trustees, who are also directors of the charity for the purposes of the Companies Act, present their annual report and the audited financial statements for the period from 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022.
- 1.2 The accompanying financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and 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 applicable in the UK and Republic of Ireland published in October 2019.

### 2. Our Purpose and Activities

- 2.1 **Our Purpose** 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 all men, women and children who are disadvantaged, distressed and/or in acute need within the borough of Bolton.
- 2.2 **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.
- 2.3 **Our Aim** is to be consistently dependable, creative, challenging and inspirational in the support and care we provide in our town.
- 2.4 **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.
- 2.5 **Our Values** are founded on our collective Christian belief. From this solid base we are committed to work with all people in order to live out our values which pertain to integrity, compassion, equality, sustainability, accountability, ambition, creativity, collaboration and inclusiveness.

- 2.6 **Our Activities** are provided across the borough of Bolton through a range of projects, services and partnership work as summarised below:

PROJECTS & SERVICES		
<b>Food Related Services</b>	<b>Bolton Lunches</b>	Providing free packed lunches during the school holidays – aimed at children who would normally receive free school meals.
	<b>Christmas Dinner on Jesus</b>	Providing Christmas hampers to struggling individuals and families.
	<b>Friends of Fun Food</b>	Cooking with confidence and enthusiasm, meal-planning, budgeting and food safety training – aimed at the vulnerable, low skilled and those in food poverty.
	<b>Household Support</b>	Distribution of food, utility top-ups and other household consumables to people struggling to make ends meet and those in crisis.
<b>Children &amp; Families Services</b>	<b>RISE</b> (Reaching Inside, Strengthening Emotions)	Personalised advice, guidance and in-depth support focusing on children in families struggling with significant emotional problems – helping them create solutions to their difficulties.
	<b>RUNA</b> (Remember U are Not Alone)	Providing Independent Return Interviews for children who go missing from home. Support to help remedy the causes and address safeguarding issues.
<b>Adult Support Services</b>	<b>Eve's Space</b>	Working with vulnerable and marginalised women at risk of offending or reoffending. Helping them to rebuild their lives and fulfil their true potential.
	<b>Reach Out</b>	Practical and emotional support for women involved in sex work in Bolton. Our aim is to empower and help them to exit prostitution and rebuild their lives.
	<b>Street Life</b>	Supporting the hardest-to-rehouse homeless people - helping to broker tenancy solutions and providing the support they need to keep them housed.
	<b>Support First</b>	Working with vulnerable adults with a range of complex social and lifestyle issues, who repeatedly use the emergency services. Offering advice and practical assistance.
<b>Partnership Activities</b>	<b>No Hiding Place</b>	Supporting GM Police initiatives addressing modern-day slavery and its links with serious and organised crime. Working with others to raise awareness and improve communication within affected communities and supporting victims in Bolton.
	<b>Home for Good</b>	Working with the national charity, 'Home for Good' to encourage churches across Bolton to support existing and new foster and adoptive carers to meet the needs and demands through the Bolton care system.

- 2.7 Trustees review our objectives and activities annually to ensure they continue to reflect our charitable 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. We have kept within the Charity Commission's general guidance on 'public benefit' when reviewing our aims and objectives

and in planning future activities. Specifically, we have considered how our planned activities will contribute to the aims and objectives we have set.

### 3. Achievements and Performance

#### Overview

- 3.1 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.
- 3.2 The range of complex issues and needs experienced by our service users remain as challenging as ever. However, cuts in mainstream public sector funding, coupled with increasing thresholds for clients accessing statutory services and the pandemic, led to even more at risk of 'falling through the net', with larger numbers of people having need to access our services.
- 3.3 Despite these challenges, we are pleased to report that once again we have met the expectations of our principal supporters and funders.

#### Key Developments

- 3.4 Our regularly scheduled away day on Thursday 11<sup>th</sup> March 2021 (just prior to commencement of our new financial year), had to be cancelled because of the on-going pandemic. However, on Friday 4<sup>th</sup> June 2021 we were able to hold a Vision Day at our Centre. Attended by staff and trustees the day focused on exploring how we saw our work evolving post-pandemic. Lots of positive and hopeful messages and views were expressed and a video record was made.
- 3.5 The pandemic understandably gave rise to several operational challenges and changes over the course of the year. The impact of this was both to us organisationally - and more crucially to the many who experienced profound need for our services. These were often most deeply impacted by isolation and poverty. Whereas we continued with adjustments to the way we provided our customer facing services, we were determined to ensure client contact was maintained or increased as determined by individual need. We maintained communication channels through social media, web-based meetings, telephone calls and doorstep visits. Our Food Hub operated extended opening times to cater for the huge increase in referrals for help and support which continued from the previous year. In this endeavour, we continued our partnership with Bolton Council and Bolton at Home to provide food aid support for all those in crisis or shielding across the town.
- 3.6 Over the course of the year we maintained our strong working relationship with many specialist services ensuring a joined-up approach to meeting the needs of those who were struggling. Although there were very few face-to-face events, we, along with many other organisations, maintained contact through virtual web-based meetings.
- 3.7 We were disappointed that for a second year, we were not to be able to arrange our usual social events as a mark of appreciation for the work done by our many volunteers and our

staff team. However, the vital work they do on the front line remained as important as ever. Some of our long-serving volunteers needed to take a break because of the pandemic. However, many new supporters – including some who were placed on furlough by their employer - continued to volunteer with us.

- 3.8 As the pandemic crisis continued, we were unable to run our Winter Watch project or facilitate Prayer networking breakfasts as we had in previous years. Similarly, we were not able to operate our dormitory-based emergency night shelter during the winter months although individual rooms for rough sleepers in Bolton were made available through statutory agencies.
- 3.9 Our Street Life homeless drop-in was similarly unable to operate for much of this year. However, the critical services we provide to the most vulnerable and destitute people in Bolton continued unabated. In January 2022 we were able to re-establish the drop-in at our new community access building - the former Central Baptist Church.
- 3.10 Several reviews to organisational policy and procedures were made over the year. Key amongst these was a review of our Organisational Development Plan incorporating a team-by-team SWOT analysis. We refreshed our Absence Management Policy to reflect changes to self-isolation requirements and 'fit-for-work notes'. We also updated our data protection procedures to align with the Government-backed, industry-supported Cyber Essentials Plus standard which we achieved accreditation against in January 2022. To support this, we undertook a comprehensive upgrade of our ICT and telephony systems.
- 3.11 As the pandemic continued to evolve, we maintained our Risk Register and Infection Control Policy - taking steps to ensure all our work environments remained 'Covid Secure' as rules and guidelines changed.
- 3.12 Our Reserves Policy was updated to include both an upper and lower cash reserve target. We also set out to provide clear definitions and uses for our 'free', 'designated' and 'restricted' funds in accordance with financial regulations. A Personal Data Asset Register was completed by each team which details the data owner for each category of data by project, review and data cleansing dates. The Fundraising Regulator code of practice and standards were adopted and communicated via our website. Staff guidance in Supporting Victims of Domestic Abuse was updated to reflect current multi-agency risk assessment practice.
- 3.13 In February 2022 we commenced a digital skills training programme, with funding and resource support from the Good Things Foundation. This is intended to provide our service users with on-line navigation skills to enable access to essential services including money management, health and welfare support.

### Projects and Services

<p>Individuals provided with critical support on over <b>120,000</b> occasions</p>
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- 3.14 All the projects and services we delivered over 2021/22 were continuations or variations of those delivered in the previous year. We are delighted to report that, with the continued support of our funders and partners, we were able to deliver vital and greatly increased critical support to individuals on over **120,000** occasions.

- 3.15 Achievements and performance headlines for each of our projects and services are summarised below.

### Partnerships

**Around 2,000** amazing volunteers

- 3.16 We are hugely appreciative of the efforts made by around **2,000** amazing volunteers, without whom many of our projects and services simply would not be possible. We continued to receive regular food donations from **34** of our 'grub tubs' which were maintained in accessible locations across the town. These were used to collect food donations from thousands of anonymous, but highly valued donors. We continued to receive excellent support from Bolton Council, Bolton at Home and businesses and agencies across the town together with the cross-denominational support of more than **85** churches and over **90** local schools. Individual food donations significantly increased to meet the huge surge in demand generated by lockdown.
- 3.17 We remain ever grateful for all the support we receive – through corporate social responsibility initiatives, general volunteering, grants, individual financial giving and food donations. Amongst others this year, we must express our gratitude for the direct support we received from Warburton's, 'Carrs Pasties', Allen's, Greenhalgh's and Greggs bakeries, Tesco, Lidl, Co-op, Asda, Bolton Action Group, Morrison's, Sainsburys, DonnellyBentley (accountants), Bolton at Home, Seddon Construction and the BIG Lottery.
- 3.18 Our usual Open Day Sessions where schools are invited to attend a lesson on homelessness and the work of Urban Outreach were updated. The lessons focussed more on the issues surrounding poverty rather than homelessness. Year 5's and 6's were invited to The Food Hub to take part interactively and see the work of the Food Hub. With the help of The Bridge Church, we created a digital version of the lesson which went to schools who did not wish to visit due to the pandemic but wanted to still teach the children about poverty. **2** schools choose to do in-person lessons. A total of **10** schools received the digital lesson with resources and a total of **746** children participated.
- 3.19 Each year we are always so gratefully reliant on the huge volume of food that is donated at Harvest time largely through schools and churches. This year it was hard to predict how collections would be impacted by the pandemic. We created and distributed a video that explained and showed how donated food is used. Although it was clearly a struggle for many to participate, in the end **119** schools, businesses and churches contributed a total of **18.9 tons** of food, (up from 15.3 tons in the previous year). This made invaluable and greatly appreciated contribution to ensuring our food related services could respond to greatly increased needs. These food donations, combined with contributions from supermarkets and other food suppliers, resulted in a total redistribution of **250 tons** of food over the year!
- 3.20 Over the year, we gratefully received many financial donations both large and small – all equally valued and appreciated in helping us with our work. The largest individual financial donations last year were received from The Duchy of Lancaster, Home Start NW, Barnabas Trust, Bolton Guild of Help, 1 Point NW, AFG Law, Bolton Medical Fund, Smithills Fellowship's proceeds from their Annual Christmas Market, and several individuals.

## Food Related Projects

### Food Provision

**23,126** food parcels distributed

- 3.21 This was our second year in providing food parcels for households in crisis exacerbated by the pandemic. So, we continued to provide a hugely increased number of food parcels across the borough by comparison with pre-pandemic volumes. Recipient households included those who were isolating at home and those with health vulnerabilities that required them to shield. We simply could not deliver such a broad-based and far-reaching service without the help and support of specialist and local community-based agencies, the generosity of food donors, and the commitment of many volunteers.
- 3.22 Food collections and donations continued to be centrally received at our Food Hub warehouse where it was processed for onward 'Covid Secure' doorstep deliveries. In total, over the year, we distributed a staggering **23,126 food parcels** as detailed in the projects below.
- 3.23 Some typical comments from very appreciative food parcel recipients were: *"I really appreciate the help whilst going through difficult circumstances."* *"The food I received in my parcel was really good!"* *"The staff are helpful and polite and treated me with dignity."*
- 3.24 Most of the food we were able to supply came from individual donations, local supermarkets surplus and was supplemented by bulk purchases. Many of the 'grub tubs' we have traditionally used to collect donated food in community settings were not used during lock-down. Despite this, overall food donations were significantly up on the previous year as people responded generously to the ongoing crisis.
- 3.25 During this second exceptional year, food parcels continued to be delivered to five distinct household cohorts. These were as follows:

### Storehouse Foodbank

Individuals supported on **1,832** occasions

- 3.26 Storehouse Foodbank has operated as Bolton's main centrally located foodbank since 2003. Primarily the service supports families and single people in distress as a result of redundancy, illness, debt, adverse changes or a delay in benefits including those who have been sanctioned. Other reasons for people needing to receive food parcels are homelessness and family breakdown.
- 3.27 Client referrals to the foodbank were made through many front-line organisations and staff. These included Citizens Advice, housing providers, community and Children's Centres, local authority workers, health visitors and other local charities. Many of the agencies we work with continued to work at least in part on a remote basis. We worked hard to ensure that the guidance and support needed by clients to help them address the underlying causes of their hardship, was not adversely affected by pandemic affected working arrangements.



- 3.28 Over the past year Storehouse Foodbank gave out 873 food parcels (down from 1,090 in the previous year) and totalling some 13 tonnes of food overall. The average household size slightly decreased from 2.4 to 2. Individuals were supported on **1,832** occasions (down from 2,643). This was because a greater proportion of support was provided through Local Welfare Provision (below) which is funded by Bolton Council.
- 3.29 In most cases, the main reasons given for requesting a foodbank parcel were mental or physical health problems and Domestic Violence. Pre-pandemic, the main reason given by applicants was changes, suspensions or delays to their benefit payments.

### Humanitarian Food Aid

Individuals supported on **83** occasions

- 3.30 When lockdowns started in March 2020, Bolton Council joined forces with us to create a humanitarian food aid response to the crisis, operating from our Food Hub. In this second year of food aid, referrals continued to be made to us by the Council through a central helpline. In the main, these requests were from households that were shielding or self-isolating.
- 3.31 Over the year, our food aid programme distributed 32 food parcels totalling 0.5 tonnes of food overall, in support of households on **83** occasions, (down significantly from 2,068 occasions in the previous year). This decrease was due to a change in strategy and support from food aid to post-pandemic recovery and the normalisation of other support services.

### Food Support for Bolton at Home Tenants

Individuals supported on **2,709** occasions

- 3.32 Alongside our humanitarian food aid programme, we continued to operate a parallel service in support of Bolton at Home's most vulnerable tenants via their own helpline. Once again, households we supported with food parcels were shielding or self-isolating or were experiencing food poverty.
- 3.33 Bolton at Home arranged for the food parcels to be delivered by their own staff alongside many of our existing volunteers.
- 3.34 Over the course of this past year, our Bolton at Home food support programme distributed 1,329 food parcels, totalling some 20 tonnes of food, in support of individuals on **2,709** occasions, (down from 31,812 occasions in the previous year). Over the year, focus and provision moved from home deliveries to the re-opened Storehouse Pantry provision (below) whereby beneficiaries were able to collect their own provisions from local community venues.

Local Welfare Provision

Individuals supported on **25,893** occasions

- 3.35 We provided emergency food parcels and pre-payment home energy top-ups on behalf of and funded by Bolton Council as part of its Local Welfare Provision (LWP). On occasion we were also funded to supply energy top-ups for Bolton at Home tenants and for homeless households when housed through the Council's Housing Options team. This service provided an emergency safeguarding provision for individuals and households in acute crisis.
- 3.36 Over the last year we distributed **11,642 LWP food parcels**, totalling some 174.6 tonnes of food, in support of individuals on **23,725** occasions, (Up significantly on the 9,085 occasions of the previous year). The food we provided was sized to be sufficient to meet the needs of each applicant household for a week at a time. On average each month we supplied £36,471 worth of emergency LWP food (up from £13,160).
- 3.37 Over the year we also processed **pre-payment card energy top-ups on 2,168 occasions** for struggling households who were referred to us through LWP, Bolton at Home and Housing Options. The average cost per month for this service was £25,380 (up from £4,711).

Storehouse Pantry

Individuals supported on **6,860** occasions

- 3.38 Storehouse Pantry is an evolution of Storehouse Foodbank - providing struggling residents in target areas, access to food and other household essentials which they can select for themselves for a small affordable weekly subscription.
- 3.39 Households access by application to become Pantry 'Members'. Members can attend their neighbourhood Pantry on a weekly basis. Here they receive a warm welcome, good conversation, and a range of help and support. Membership enrolment 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.
- 3.40 Members are offered and provided with additional specialist support to help them tackle some of the underlying reasons as to why they need help with food. This included debt and energy advice, help with CV's and finding work, help with making meals and support with rent arrears etc.
- 3.41 This service had to close during the 2020-21 year but was reopened at the start of this financial year as we emerged from successive lockdowns. The service was provided from 4 locations over the year. These were in New Bury, Deane, Westhoughton and Brightmet.
- 3.42 Over the year, 328 households were supported, (up from 58 in the previous year). Adults and children were supported on **6,860** occasions. The average size of supported households remained 2.5 as in previous years.



## Bolton Lunches

**66,690** lunches supplied over the school holidays

- 3.43 Over the last year the number of school children eligible for free school meals increased from 8,600 to 12,500. During the school holidays, many such families face a real struggle to find the money to feed their children. In response to this crisis, each year we mobilise many volunteers to prepare and deliver food for children's lunches. Working in partnership with churches, children's centres and other community venues, the lunch parcels are delivered for free collection at the point of need by children and their parents. Our aim with this project is to ensure that no child goes hungry.
- 3.44 This year the packed lunches were prepared in centres across Bolton from food supplied through our central Food Hub. Additionally, a new venue in Horwich made up the lunch packs for distribution sites in their local area.
- 3.45 This year we integrated Bolton Lunches with Bolton's Holiday Activities and Food (HAF) programme. This grant fund was awarded to Bolton Council and its partners to enable struggling young families access a range of free activities in their local area - including lunch! The activities ranged from sporting groups to arts and crafts, outdoor pursuits to cooking classes. We also received several individual financial donations, enabling us to cover all our costs.
- 3.46 With help of an army of volunteers - we produced and delivered **66,690** lunches during the 2021 school summer holiday period. This was up from 53,285 when we were last able to run the project in 2019. The lunches were delivered to 22 of our own distribution sites, 30 HAF programme sites and 8 other sites. This totalled 60 sites, up from 29 in 2019.

## Friends of Fun Food

**1,226** people participated in food skills events

- 3.47 Following the completion of our highly successful lottery funded initiative, we continued our work with a range of organisations who share our concern to address the poverty of food skills, knowledge and interest which holds back so many of all ages. We continued to support delivery of a project with 'Rock It Bolton' - providing a range of food and music orientated activities which nurture confidence, skills and creativity in young people including young teens 'looked after' within the Care system. They prepared meals from scratch which they then sat down to eat with their support staff and foster parents.
- 3.48 We organized a healthy lifestyles food event for young people with additional needs, with free cinema tickets for all those that participated. We also ran a winter activities programme - with cooking demonstrations targeting vulnerable families and young people.
- 3.49 Working alongside a resident chef we worked with vulnerable young people and their significant adults to look at how to cook a Christmas lunch and what to do with leftovers. This was done just before Christmas to allow for families to put into practice what they had been a part of. The culmination of this activity was a visit to the pantomime.

- 3.50 With the benefit of a grant from Sainsbury's, this year our Friends of Fun Food project helped a total of **626** people access food, skills advice and support. By providing cooking experiences and demonstrations in a socially interactive and stimulating way, participants gained new experiences, insights and tools to effect lifestyle changes for themselves.
- 3.51 We also provided pop-up interactive food demonstrations in Moss Bank Park as part of our 2021 summer lunch's programme. This was supported and funded by Bolton Council through a Holiday Activity Fund grant. Over **600** individual young people signed into the 30 sessions that were available.

### Christmas Dinner on Jesus

**5,248** people benefitted on Christmas Day

- 3.52 Everyone should experience a little joy at Christmas, but we know for many it can be a sad time. Loneliness, family breakdown, bereavement, or having just too little money to celebrate the occasion are some of the reasons for sadness. So, with the help and support of many individuals and agencies, this annual project is able to provide hampers to many who are struggling. The hampers contain everything that an individual or family needs to enjoy a traditional Christmas meal with all the trimmings.
- 3.53 In the Autumn of 2021, we contacted all those who previously supported the project. We asked schools, churches, businesses and other groups to consider making a pledge to collect specific items that will be used to make up the hampers.
- 3.54 As in previous years, once again we depended upon the generosity of many individuals, churches, schools, businesses, Bolton Council, Bolton at Home, and many other groups who donated items for the hampers and the money we needed to purchase fresh items. We were delighted that once again this year, what we received covered our project costs. In the weeks leading up to Christmas, our partner agency workers were invited to nominate individuals and families to receive a hamper. Then just before distribution day our volunteers started preparing the hampers.
- 3.55 We were grateful for the support of many agency workers who called to collect and then deliver hampers to the doorsteps of those they had nominated. The appreciation shown by hamper recipients was as always quite overwhelming!
- 3.56 Last Christmas we were able to provide **1,644 Christmas hampers** (up from 1,565 in the previous year). We received and were able to respond positively to all referrals from **106** nominating agencies and churches within the town and from our own service areas. Over **44** organisations, churches and community groups, and thousands of individuals, donated items for the hampers.
- 3.57 Over **200** volunteers assisted us in the assembly and distribution of the hampers. We are immensely grateful to everyone who contributed in some way. We are proud to say that as a result of everyone's efforts **5,248 people** (that's 2514 adults and 2734 children) benefited from the hampers (up from 5,042 in the previous year).

## Children & Families Services

**RISE** (Reaching Inside, Strengthening Emotions)

**36** children and **19** family members supported on over **660** occasions

3.58 Independent research has highlighted that two per cent of families in the UK suffer significant multiple problems which are often linked with parents not working, children not attending school, youth crime and anti-social behaviour. This in turn places increased demands on local services such as health, social care and criminal justice.

Our team of specialist practitioners has honed its skills in addressing this issue over several years working in support of the governments 'troubled families' programme. In July 2021 we were funded by Bolton Together to deliver a new service which we named 'RISE'. This is a programme of personalised in-depth therapeutic support specifically aimed at troubled 8 to 11 year olds – helping them take steps to create solutions to their difficulties.

3.59 Bolton Together working with schools and other agencies, refer children and families to us who are likely to benefit most from our support. Our experienced team works closely with a range of agencies and specialist practitioners to provide children and their families with advice, support, guidance and encouragement. Our partnership approach, coupled with our range of in-house services, has helped bring a joined-up 'family focused' approach to this work.

3.60 Our initial engagement with children and families referred to us builds trust and understanding. Once we have a clear picture of what is needed, we work with them on putting together a Support Plan. Often this will include a need to address emotional and behavioural issues, parental boundaries and approaches, developing resilience, making specialist referrals, and helping them access the services they need. Our support workers are passionate about what they do, often going the extra mile for those they work with, and keeping cases open for as long as our help is needed.

3.61 The evidence shows that our approach often works where engagement and relationships with other professionals has broken down. We are consistently able to report good positive outcomes around improved engagement with services, improved attendance at school, improvements in family approaches, thinking and attitudes, health and wellbeing issues.

3.62 Over the course of this last year **36** children and **19** family members were supported by our RISE service on over **660** occasions. We achieved positive outcomes with 87% of the families we supported over the year using the Child Outcome Rating Scale. Typically, the outcomes achieved were increased management of emotional regulation, implementing strategies to reduce anxiety and/or behavioural difficulties, improved school attendance, improved mental health and recovered family relationships. Feedback from the children themselves demonstrated an average 50.15% improvement across a range of indicators.

3.63 One school we have worked alongside said *"Thank you for the help and support that you've given Jenny\*. We've got through two days of SATs, and she's been great so far, which is due to your ongoing work with her"*.

- 3.64 Examples of typical parental feedback include: *“The help I received was second to none. I felt listened to, heard and that me and my son mattered. The RISE worker is absolutely wonderful and a credit to her profession”*; and: *“Dion\* made a real connection with his RISE worker. I am very happy with the support”*.
- 3.64 Typical examples of feedback from children we have supported are: *“I really enjoyed you helping me. I learnt a lot of things. I felt like that my worries were taken seriously”*; and *“The support worker has helped me with my behaviour, my thoughts and my actions”*.

\*Names have been anonymised

## RUNA (Remember U are Not Alone)

**764** young people supported on **1,729** occasions

- 3.65 Every year many hundreds of children and young people in Bolton go missing from their family homes, from school and from the ‘looked after’ system. We developed RUNA in response to this problem. Bolton Council funds us to provide a ‘response’ service which is triggered each time a ‘missing’ report is filed. In so doing we work alongside Greater Manchester Police (GMP), Bolton Council, the Complex Safeguarding Team, Social Care, parents, carers and local schools to ensure young people who go missing are returned safely and as quickly as possible. Our shared aim is to hear the voice of the child, reduce missing episodes, promote wellbeing, monitor and share appropriate intelligence and to strive against exploitation. The service provides advice, guidance and support to the children and young people who have gone missing and those who are at risk of running away.
- 3.66 In addition, we received additional fixed-term funding from the Big Lottery (Reaching Communities) to provide a ‘support’ service until 21st October 2021. This supported children at repeat risk of running, but who fell under the threshold for statutory agency intervention. A unique aspect of this support service has been the joint visits and intelligence sharing arrangements we had with GMP. By the end of our 5-year project, RUNA Support worked with a total of 334 individual young people, and over 3,000 young people in school group settings. Of this total **19** were supported in this final 29-week period on approximately **342** occasions.
- 3.67 Prior to our ‘response’ and ‘support’ service approach (which commenced in 2015), only 14% of return interviews in Bolton were conducted within the ‘72 hour’ government target of a young person being found. Over our 2021/22 financial year, we are pleased to report that **90%** of our return interviews with young people were offered within the 72-hour government target and 70% conducted within 72 hours.
- 3.68 We were pleased to have maintained a consistently high level of performance on this measure, despite some continuing pandemic restrictions impacting access to schools and homes.
- 3.69 RUNA attended to **1,386** missing incidents in 2021/22, compared to 1,054 in the previous year. Similarly, the total number of return interviews completed last year was 1,041 compared to 956 in the previous year.

- 3.70 We attended to a total of **565** missing young people last year. This compares to 528 in the previous year and 606 the year before that. Our overriding concern is to do all we can to bring the number that go missing down. It is significant that 82% of young people had reduced their missing episodes from case opening to closure.
- 3.71 Of the 565 we worked with last year, 461 went missing from their home in Bolton and 104 were Looked After Children (LAC's) within the care system. Last year, the average number of missing episodes per child for children who live at home was 1.5 (compared with 1.7 in the previous year). For those who were LAC the figure was 3.4 (compared with 3.2 in the previous year). This continues to illustrate that LAC's experience more missing episodes and require more support.
- 3.72 The team also offers a 'preventative' service for young people through the provision of one-to-one information, advice and guidance on risks and dangers, social media safety, rules and boundaries, emotional health and self-esteem, substance use, appropriate relationships, and recognition of child exploitation - linking with careers support and educational/employment opportunities and access to health services. Specifically, in November 2021 we delivered a programme of preventative support at Ladybridge High School to **180** children.
- 3.73 Parental feedback received this year has once again included many positive comments on improvement in their child's behaviour, emotional health, school attendance and communication.

## **Adult Support Services**

### **Eve's Space**

## **83 women at risk of offending or re-offending received meaningful support**

- 3.74 Research undertaken by and for organisations working within the Criminal Justice System demonstrates that women who are at risk of offending, ex-offenders and those currently serving a prison sentence have distinctly different needs to those of men. With this project we are working within an Alliance of centres across Greater Manchester to support such women. The 'whole systems approach' adopted by our Alliance is recognised nationally as a model of good practice.
- 3.75 As with all Alliance members, the services provided by our Eve's Space project are for women only. We offer a safe and relaxing space within our centre, plus outreach support provided by specialist female support workers.
- 3.76 The support we provide includes assistance with accommodation, finance and debts, health, skills and employment. We provide guidance and support with alcohol and drug issues, and difficulties experienced with children, families, attitudes and behaviour. Together with each service user, we produce an action plan to help them meet their goals and aspirations.
- 3.77 Our aim is to reduce the incidence of offending and to support those at risk – helping them to rebuild their lives and fulfil their true potential. Our vision is to see a sustained reduction in the number of women sent to custody from Bolton, where good alternatives are available in the community that address the causes of women offending and supports their rehabilitation.

- 3.78 In total 112 referrals were received by Eve's Space in 2021/2022. (80 had been referred in the previous pandemic-affected year). As ours is a voluntary service, there are those who chose not to participate for a variety of reasons. Over the year, we supported and worked with a total of **83** women in a meaningful way, (up from 59). Support was provided on the basis of individual need. So, although there was significant variation, users of the service were supported on **2,988 occasions**. This level of engagement underlines the complexity of need present in the women's lives. Over this last year the courts were recovering from reduced levels of processing within the criminal justice system because of the pandemic.
- 3.79 92 cases were closed in the year (up from 88). An analysis of what these women achieved with our support as they exited our service, found that 92% of those who engaged positively made positive progress in their mental health, 18% of the women who engaged meaningfully were able to resolve finance or debt issues, 44% were able to address alcohol issues, 26% were able to address drug misuse issues, and 48% had their accommodation needs met.
- 3.80 In feedback we collected from each service user over the past year, 100% said they were satisfied (or better) with the service we provided. Typical of comments made in feedback were: *"Thank you for putting up with me and being such a great support"* and *"Thank you for all the help and support! You've helped me get through so much."*

## Reach Out

### **77** women with sex work issues supported

- 3.81 Reach Out offers practical and emotional support, information and guidance to women involved in sex work in Bolton. The project aims to empower women - helping them exit sex work and rebuild their lives.
- 3.82 Working closely with Greater Manchester Police, Social Services and the NHS, our specialist support workers engage with women who are at risk on the street. They also work with women in 'parlours'. Here they provide one-to-one safety and sexual health advice, welfare, and harm reduction support sessions. Work to identify highly vulnerable trafficked women is undertaken. We also provide vulnerable women with contraception and rape alarms. In this last year, the service was funded from a Bolton CVS grant and from charitable donations.
- 3.83 In our work, the critical support we provide is often needed and wanted by women over many years before changes for the better can be realised. We often find that sex work is the result of other issues in their lives. So, in helping them address the problem, many of the women we support are also helped with past trauma from sex abuse, domestic violence, mental and physical health, drug, alcohol, finance, benefits, and debt issues. Where appropriate, we help the women address issues of attitude, thinking and behaviour. We also help them with training and employment and needs.
- 3.84 Reach Out has been instrumental in a dramatic and sustained reduction of street prostitution in Bolton over many years – down from 170 known individuals in 2003 to the lower numbers we see today. **44** women with a known street sex working issue or risk were newly supported by us last year. A further **17** women were supported in parlours. In addition, we continued to work with **16** who we were already supporting at the start of the year. This carry forward



number was lower than usual because parlous had been closed for some time due to Covid restrictions. Support for the women was provided on the basis of individual need. So, although there was significant variation, users of this service were supported on **448 occasions**.

3.85 During the year we were able to close files on **8** women for whom we had achieved positive outcomes. In feedback we collected from each service user over the past year, **100%** said they were satisfied (or better) with the service we provided. Some of the comments made in feedback included:

3.86 *"My Reach Out worker is always there for me when I need her. She understands all my needs and gives support, patience, and knowledge." CK*

*"I like it that the service is just for women. They are always willing to help." WT*

*"They have helped me for years, stood by me all through the bad times, always there for me when I need them and knows all about my needs. She stood by me through my rape trial, making me feel safe" SB*

*"I see the support worker when she comes to my workplace – very friendly, understanding and approachable" E*

## Street Life

Accommodation found for **138** homeless people

3.87 Numbers will fluctuate, but we estimate that last year there were on average between 25 and 30 adults who resorted to rough sleeping on the streets of Bolton at any one time. Added to this we estimate there are many hundreds or more who were in temporary and often highly unsuitable accommodation. Street Life works hard to get 'difficult to house' individuals into suitable and sustainable accommodation. Our vision is to see no-one having to resort to living on the streets of Bolton, or in unsuitable accommodation at any time.

3.88 Street Life is funded by Bolton Council. We work with rough sleepers and other homeless people with complex and enduring housing related needs. Our Street Life worker is particularly successful with those who have a complex housing history including rent arrears, property abandonment, eviction, and anti-social behaviour – all of which seriously limits their housing options. Our project helps prevent rough sleeping by helping people find accommodation as quickly as possible. We work with a range of private landlords and temporary accommodation providers to make the best possible solutions available.

3.89 For over half of the year 2021-22, we still could not operate our usual weekly Street Life Drop-In due to the pandemic. However, in November 2021 our drop-in was re-opened in a new venue (our former church centre). It now opens every Wednesday between 12noon and 2.00pm.

3.90 We also continued to speak with clients face to face at our main office, at the Housing Department's office and by phone. In the main, the advice and information we provided was in relation to housing options, applications for housing, benefit queries, ID's, rent areas, payment plans and private landlord concerns.

- 3.91 Over the course of last year we continued to experience a steady demand for our Street Life service – engaging with a total of 531 service users, through one or more discussions, practical advice and support. Of these, we were able to provide sustained and meaningful support for **430 individuals** (up from 310 in the preceding year). Our engagement with each homeless household varied according to individual need, totalling more than **4,330 interventions** over the year.
- 3.92 By the year end Street Life had found accommodation for **138 service users** (up from 92 in the preceding year). 27% were accommodated with Bolton at Home; 21% in temporary hostel accommodation and Bed and Breakfasts; 16% were accommodated by housing association organisations and 28% by private landlords and 8% were accommodated by out of the borough or were able to return to previous accommodation.
- 3.93 In feedback we collected from each service user over the past year, 100% said they were satisfied (or better) with the service we provided. Comments made in feedback included the following commendations:

*“I am more than satisfied with all the help Street Life gave me, my mental health is getting much better since I have got a place to live” ST*

*“We are happy with everything Street Life has helped us with. They found us a place to live, helped us budget, set up services and got us everything we needed.” MH & KM*

*“The Street Life worker is helpful and friendly and is always there for me when I need him” GB*

*“Brilliant! If it wasn’t for Street Life I would be still homeless. They got me a flat with everything I need. They were there for me more than anyone else” KP*

## Support First

Intensive support provided on over <b>200</b> occasions
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- 3.94 Research shows that people who have multiple and chaotic social and lifestyles needs, place disproportionately high demands on the emergency services. This includes repeat 999 calls, A&E attendances, high use of doctors and other walk-in services, and unplanned admissions to hospital.
- 3.95 ‘Support First’ was designed to address this issue in Bolton by supporting such people on a one-to-one basis in a range of practical ways that reduces the need for them to access acute care services in crisis. With the support of local community-based services and networks, the project has built greater stability and self-sufficiency in the lives of service users.
- 3.96 Support First worked in partnership with and receives referrals from the NHS, the Northwest Ambulance Service, the Police and Bolton Integrated Drug and Alcohol Service. Local mental health support charity BAND (Building A New Direction) provided a befriending support to clients who access the service. The service was funded from July 2017 by the Big Lottery’s

'Help Through Crisis' Fund and was completed in June 2021, which explains the small number supported in this last period.

- 3.97 Those who benefitted from our Support First service often presented with a range of complex issues. These included mental health difficulties, alcohol/drug dependency, learning/intellectual difficulties or a history of offending. Some have been victims of domestic violence and others exhibit anti-social behaviour. Frequently they struggled in insecure and unsuitable accommodation or were homeless.
- 3.98 Our support workers identified problems, offered advice and provided practical assistance to individuals and couples. This they did largely through home visits and by providing support into other specialist services where this was beneficial.
- 3.99 Over this last 3-month period, **5** service users were supported by our project. The intensive support that was required for each service user was provided on the basis of their individual need totalling over **200 occasions** in this last period.
- 3.100 Over the lifetime of our Support First project, we provided intensive support for 102 service users. Since the start of the project hospital attendances of all those we worked with reduced by 87%; unplanned admissions to hospital reduced by 60% and A&E attendances reduced by 50%. 57% of our service users who presented to us with a mental health need made meaningful progress. 60% of those who presented with an alcohol dependency made meaningful progress in addressing the problem. 38% of those who presented with drug addictions made meaningful progress in addressing the problem. 63% of those who had suffered domestic abuse made meaningful progress in addressing both the cause and the trauma. Overall, 54% of those we supported felt their self-esteem had increased.
- 3.101 In feedback we collected from each service user, 100% said they were satisfied (or better) with the service we provided. Typical of comments made in feedback were: *"Thank you I feel so supported. I feel I can ring my worker at any time and she's there for me. There's been a lot of change in my life and I'm now in a much better place"* and *"My support worker has taken me everywhere to get the help I need" "I've been encouraged and supported to do things for myself. I've picked myself up and feel more hopeful about the future"*.

## 4 Financial Review

### Principal Funding Sources

- 4.1 Urban Outreach is funded through contracts, grants and general giving. Our funders include grant-making bodies, trust funds, businesses, churches, local organisations and individuals. We are indebted to our principal funders last year. These were Bolton Council, Bolton at Home and the Big Lottery.
- 4.2 Last financial year, grant and non-contract income made up 62% of total funding (down from 78% in the preceding year), Contract income made up 17% of total funding (up from 3.7% in the preceding year). Donations, Gift Aid and fundraising made up 21% of total funding, (up from 18.3% in the preceding year). In the main, the charity does not conduct any significant fundraising activity. Such funds are largely raised through unsolicited donations and fundraising activities undertaken by our supporters.

- 4.3 This funding mix has supported some of our most critical services, providing food, other consumables and support to benefit the most vulnerable and marginalised people in Bolton. 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.
- 4.4 Factors likely to affect future financial performance or position are reviewed at each trustee meeting alongside a review of performance against the original approved budget for the year in hand. Forecasts are amended as appropriate at such time. There have been no significant events that have affected our financial performance and position during the year.
- 4.5 We have reported an overall surplus for the year of £724,360. When added to our total funds brought forward - £2,944,698 – this takes our Balance Sheet funds at 31 March 2022 to £3,699,058.
- 4.6 Of this amount, £539,076 is represented by Restricted Funds, £1,109,508 is represented by Designated Funds and the balance of £2,020,474 by Unrestricted Funds. Unrestricted funds are comprised of fixed assets (mainly buildings) of £1,750,505 and unrestricted reserves of £269,969. The unrestricted reserves comprise of cash at bank of £253,472 and current assets / liabilities of £16,497.
- 4.7 The accounting policies that support our fund accounting are explained in detail on page 7 of our Financial Statement for the year, and an analysis of net assets by fund is set out in note 11 of our Financial Statement.

## 5 Investment Powers and Policy

- 5.1 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.
- 5.2 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”.*
- 5.3 The charity holds building assets in the form of our main registered office. We are currently reviewing our building and facilities as outlined below under ‘Plans for the Future’. 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.

## 6 Reserves Policy

- 6.1 Our unrestricted liquid funds are defined as 'free reserves'. Combined with appropriate use of our 'designated' and 'restricted' funds, our policy is to accumulate free reserves sufficient to mitigate risks associated with: delayed capital receipts (cash-flow), unforeseen essential expenditure, costs arising from management of change or short-term cessation of project funding, to help fund required investment in buildings and facilities, or to accommodate plans for expansion and diversification – all with the aim of improving our overall efficiency, effectiveness and sustainability.
- 6.2 Our lower free cash reserve holding has been established to reflect approximately two month's operational costs. Our upper free cash reserve holding has been established to reflect approximately 12 month's operational costs. On this basis, at the financial year end, our lower free cash reserve target was £173,000; and our upper free cash reserve target was £1,038,000. Our actual cash reserve holding at year end was £253,472 which is in line with our reserves policy.
- 6.3 If or when there is a shortfall on our lower free cash reserve holding, associated risks and remedial actions are defined, agreed and reviewed by management and trustees at a formal minuted trustees meeting. If or when the upper level of free cash reserve is exceeded, trustees and management will take timely action to bring the holding down within the target sum. This might involve investment or transfer to other forms of asset or by making grants to external parties for similar charitable purposes.
- 6.4 We remain satisfied that our reserves targets, combined with our 'designated' and 'restricted' fund holdings, are 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.

## 7 Plans for the Future

- 7.1 During the forthcoming year we will continue implementation and review of our Strategic Organisational Development Plan. The purpose of this Plan is in response to anticipated future needs, demands and expectations. Our Plan will continue to satisfy governance requirements, whilst strengthening our effectiveness in responding to the needs of those in desperate need of care and support.
- 7.2 Going forward, we intend to further develop our work with schools and deliver more training and awareness-raising around the issues and facts which give rise to the services we deliver for the most vulnerable, disadvantaged and marginalised of Bolton.
- 7.3 We will continue to develop a project we are developing in partnership with Bolton at Home called 'Greenworks'. Based on the estate around our Food Hub, our shared vision is to achieve a sustainable net-zero carbon future for Bolton and beyond. In so doing, we will meet our charitable objectives for individuals that have significant need for employment skills training by encouraging their engagement in a range of activities which support the Greenworks project objectives.

- 7.4 To achieve this vision, we will be investing in improvements to the Food Hub and its environs. This may involve sustainable food growing, hydroponics and composting. We are also working on designs for our internal spaces, our work vehicles and transport to and from work. We will also be exploring building a modular training house to help people develop trade skills in a real environment. We aim to ensure all our buildings and services meet our sustainability and carbon reduction objectives.
- 7.5 With the completion of our Support First project in June 2021, and our desire to provide effective support that goes beyond the boundaries of any individual project or service, we are taking a fresh look at how we support highly vulnerable and marginalised adults. We are realising this in part, within our buildings and outdoor spaces at the former Central Baptist Church which is to be renamed. Our premise and vision here is to see those we can support stopping with us (on 'red'), for as long as they need (on 'amber'), before they go (on 'green'), to live lives free from all that has held them back. We will expand our range of pop-up services and support from the Centre around which we will provide opportunities for additional support - working alongside churches and other agencies.
- 7.6 As part of this, we plan to make use of the grounds surrounding the building to create a peaceful and therapeutic garden supported by volunteer mentors and service users. The vision for this - our Genesis Project - is that it will become a place where relationships with our service users can be developed over time and through the seasons.
- 7.7 'Street Life' has played a significant role in homelessness preventative work since 2003. We aspire to provide opportunities for those we are supporting through our drop-in, to receive additional therapeutic support by participating in our Genesis Project. We also aim to acquire a terraced house to provide safety net temporary emergency accommodation for service users we are closely supporting.
- 7.8 We are still looking at options to improve our office establishment with a view to moving from our present building on Salop Street, which does not fully meet our current and future office needs.
- 7.9 As a new normal emerges from the pandemic, we aim to revisit and refresh our good relationship with churches and other community organisations - particularly those with a desire to expand on their neighbourhood impact in addressing poverty in all its forms. We will continue to explore new models for joint working in this area which we recognise should take place both virtually and physically 'outside the walls' of buildings and other structures that for so many can present barriers to engagement. As part of this, we would like to explore opportunities for established churches to undertake outreach worship services from within the church hall at our Centre.
- 7.10 We also have plans to establish a new project working with church communities. 'Close at Hand' will work in partnership with Bolton NHS and Bolton Council. We aim to recruit local community volunteers to offer practical support to vulnerable individuals upon their discharge from hospital or A&E. We are also supporting the Homes for Ukraine in Bolton group with support for Host families and a centre for the refugees to collect food along with a bicycle project.
- 7.11 We are working towards a redesign of our website which will improve access, functionality, and navigation for those we work with and our supporters. We aspire to make it a virtual space where visitors can see the impact of our work and a place where individuals and groups can readily participate in volunteering and fundraising in support of our work.



- 7.12 One project that was closed by the pandemic was 'Winter Watch'. For many years, this was a popular café providing homeless, transient, vulnerable and lonely adults with free hot meals, clothing, showers, support and a friendly listening ear over the winter months. We will give consideration as to how this vital service might be re-established and integrated with other services to be provided from our new Centre.
- 7.13 Three years ago, we established 'In Off The Street' as a dormitory based service providing bed spaces when there have been insufficient available in Bolton for the homeless and rough sleepers during the winter months. During the pandemic, government funded Covid-Secure single bedroomed provision has fortunately been made available and we have not opened our provision for this reason. However, we stand ready to re-open our emergency night shelter should the need arise in future.
- 7.14 Building upon the services we currently provide to women at risk of offending, we will continue to explore how we can add value to Bolton re-settlement pathways for both male and female ex-offenders and in providing alternatives to custody for low-risk offenders.
- 7.15 We also aim to engage a worker to lead on our work with Greater Manchester Police and other agencies in tackling Modern Day Slavery, 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. In developing our 'No Hiding Place' initiative we aim to provide a child exploitation focus for our RUNA team.

## 8 Reference and Administrative Details

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

### Trustees

C Bagley	Executive Trustee
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
C Bagley	Executive Trustee
S Bagley	Food Services Senior Practitioner
S Bottrill	Deputy Chief Executive Officer
N Gillard	Children and Families Team Leader
H Matthews	Adult Services Senior Practitioner (from 01.09.21)

**Auditors**

Donnelly Bentley Chartered Accountants, 70 Chorley New Road, Bolton, BL1 4BY

**Bankers**

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

## 9 Structure, Governance & Management

### Governing Document

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

### Organisational Structure

- 9.2 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 expressed.
- 9.3 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 above), work directly to the CEO, each with clear areas of responsibility and appropriate levels of staffing as determined by contracts, services and job descriptions.
- 9.4 The CEO and his Leadership Team are guided by a board of non-executive trustees. Trustees ordinarily meet every two months, principally to exercise financial and strategic oversight. An Annual General Meeting is convened annually. Special meetings are also periodically convened to focus on organisational planning and review.

### Recruitment and Appointment of Trustees

- 9.5 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 above under 'Reference and Administrative Details'.
- 9.6 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 partners and supporters of the charity. Consideration is given to diversity and the need for specific skills and expertise.

- 9.7 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 are asked to make an annual declaration of their legal status to hold office, declare any conflict of interests, and are periodically asked to provide individual feedback by way of a questionnaire.

### **Trustee Induction and Training**

- 9.8 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**

- 9.9 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 the 'Bolton family' of cross-sector partners including Seddon's (construction), Bolton at Home and Bolton Council; and many local community organisations including churches and schools. In addition, we periodically receive grant and contract funding from national and regional commissioners for the delivery of specific services.

### **Risk Management**

- 9.10 As trustees we have reviewed the major strategies 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. This includes the scrutiny and updating of our Risk Register, and our Investment and Reserves Policies which have been formulated and reviewed with these risks in mind.

### **Staff Remuneration**

- 9.11 We have adopted the following principles around which remuneration for our staff is framed:
- a) Offering pay which supports employment of appropriately qualified and experienced staff who will lead, manage 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 one who works for us, receives less than the 'real 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 they do for us.

## 10 Trustees' Responsibilities in Relation to the Financial Statements

- 10.1 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).
- 10.2 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 2019 (FRS 102);
  - 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.
- 10.3 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.
- 10.4 We acknowledge our responsibility for ensuring the maintenance and integrity of the corporate and financial information included on our website.

## 11 Statement as to Disclosure to our Auditors

- 11.1 In so far as we as Trustees are aware at the time of approving this report:
- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the auditor is unaware; and
  - Having made enquiries of senior staff and our auditors, we have individually and collectively taken all steps that we are obliged to take to make ourselves aware of relevant audit information and to establish that our auditor is aware of this information.

## 12 Small Company Exemption

- 12.1 In preparing this report, we have taken advantage of the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

## 13 Independent Audit

- 13.1 Donnelly Bentley was reappointed to undertake an Independent Audit of our 2021/22 accounts at our Annual General Meeting of Tuesday 30<sup>th</sup> November 2021.
- 13.2 The content of this Annual Report was approved by the trustees on 8<sup>th</sup> November 2022 and signed on behalf of all trustees by:

**Sam Lancaster**  
**Chairman**