



# Trustees' Annual Report for the period

From	Period start date			To	Period end date		
	01	04	2020		31	03	2021



## Section A

## Reference and administration details

Charity name	Bacup Family Centre
Other names charity is known by	
Registered charity number (if any)	1129644
Charity's principal address	ABD Centre, Top Floor, Burnley Road Bacup  Postcode OL13 8AB

### Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Janice Lewer	Chair		
2	Lynne Kemp	Treasurer		
3	Jo Emberton	Marketing & Publicity		
4	Alison Perry	Secretary		
5	Suzanne Craven	Trustee		
6				
7				

### Names of the trustees for the charity, if any, (for example, any custodian trustees)

Name	Dates acted if not for whole year

### Names and addresses of advisers (Optional information)

Type of adviser	Name	Address
General	Peter Dunn	ABD Centre Manager

### Name of chief executive or names of senior staff members (Optional information)

Mrs Leila Allen

**Description of the charity's trusts**

Type of governing document	MEMORANDUM AND ARTICLES OF ASSOCIATION INCORPORATED 19 MARCH 2009
How the charity is constituted	Limited company
Trustee selection methods	Appointed by existing Trustees

**Additional governance issues (Optional information)**

During this year, we have seen no change in the existing Board of Trustees. Trustees continue to actively seek a further new member with the appropriate skills and experience.

This year is year 1 of 3 of The National Lottery (TNL) – Reaching Communities funding, The grant provides for years 1 & 3 to be part funded with year 2 being fully funded. The success of TNL application came in at the same time as other successful funding bids. Our experience is, like many voluntary projects, funding is secured in the ‘11<sup>th</sup> hour’. What is good news is that all the funding received enabled services to continue without interruption, other sources of funding; Tudor Trust, Garfield Weston, Citizen’s Advice - Help Through Crisis Project, Martin Lewis Covid Relief fund. We continued to be supported by Local Churches, businesses and individuals funding going forward.

The last year has been an extremely difficult and challenging period for BFC in terms of delivery of services within the global Pandemic and lockdowns. Working at home and Covid restrictions meant that we could no longer safely meet with people, and so our group work and face to face services in the main stopped, as did all volunteer participation. We have continued with our developing links with other professional bodies, contact has been via phone, email and zoom. Links with local schools has grown as we continued to support families throughout this time, as a result, relationships have strengthened with pastoral staff and heads of schools.

Staff have endeavoured and ensured that family support services continued with the minimum of disruption. All families and individuals continued to receive support when needed and as required.

Throughout lockdown BFC continued to work closely with other family service providers in the local area, both statutory and non-statutory. Our joint work with Citizen Advice continued via the National Lottery *Help Through Crisis* funding. Through this work individuals receive both practical and emotional advocacy support, alleviating crisis.

The Trustees are aware that last year had been another extremely difficult and challenging year for both staff and volunteers. All Trustees appreciate the dedication, determination and commitment of all staff and volunteers who have willingly stepped in and maintained the high standards.

During this time Trustees and staff secured larger premise within the ABD Centre and a planned move in April 2021. It is foreseen that this will a great partnership going forward, our values are remarkably similar, with the shared intentions of ABD becoming a vibrant community building with a community focus and resident involvement.

The Trustees are aware of their growing responsibility as BFC continues to develop and increase its workload and size. Valley residents, professionals, and partner agency reliance on BFC continues' to increase. As a response, funds have been secured to employ two additional staff. We successfully appointed a part-time Office Administrator in November 2020, and it was decided to wait until the end of restrictions and lockdowns before recruiting an additional full-time Community Family Support Worker.

We continue to rely on external funding from a variety of sources including grant making bodies, local Churches, businesses, and individual giving. Trustees recognise the ongoing challenges of attracting funding and that there is a need to continually review and implement our funding strategy to ensure the work that is so highly valued by the local community, is maintained and developed. Future funding will be achieved through actively seeking a variety of funding opportunities and increasing staff fundraising skills through in-house and external training.

## Section C

## Objectives and activities

### Summary of the objects of the charity set out in its governing document

- Strengthen family relationships, supporting individuals as they develop their ability to care for themselves, their family, and the wider community.
- Help parents/carers understand and meet the needs of the children and young people in their care.
- Help people to overcome their difficulties and make lasting positive change, supporting them for the duration of time they need to make sought after changes
- Enable service users to develop holistically, in mind, body and soul.

### Summary of the main activities undertaken for the public benefit in relation to these objects

Giving a Helping Hand – providing specific packages of care support & practical and emotional support for individuals in times of crisis and need. Family support has been a combination of phone calls, doorstep deliveries, walk and talks, home visits and Centre visits. Despite and working within the varying stages of guidelines/lockdown, staff working from home and home schooling their own children, for a large period of time, nobody was turned away! Workers adapted their usual way of working and continued to provide support throughout the reporting period. Often working evenings and weekends to ensure families and individuals needs were being met and, although times were different and difficult their dedication and commitment to helping people remained a high priority, and our partnership working with other agencies, including schools, Citizen Advice and Children's Social Care helped to provide the best possible outcome for families and individuals.

Despite local restrictions and working from home, we have continued to provide emergency food, gas and electric, clothing, beds, bedding, and household items for families and individuals. There has been a total of 17 families accessing emergency family support, we have also provided for a further 11 individuals with urgent items needed, for these people once their immediate needs were met there was no need for further support. As expected, a pandemic year has resulted in our anticipated numbers of community contacts being much less, both our children's and adults'

groups had to close March 2020 and were put on hold, which means our reaching out to the community has been less too. We would normally see far more self-referrals from our groups, as people become comfortable and open-up to staff and volunteers.

The free school meal scheme has been extended and benefits increased due to the pandemic, so for some their needs were met in this way. Also, we have seen an increase in community food boxes, new food stores and other services in a position to help have been well advertised throughout this period. Other items we have provided to families that has helped practically have been varied, toys, laptops, a cooker and fridge, Christmas toys and presents for all family members, food hampers, pots & pans and many other items needed for setting up a home.

Befriending has continued throughout and due to restrictions has been delivered slightly differently. We have been grateful of the support received from four local schools who have provided a safe space and a time slot for workers to go in and meet with the young person, also, two of these schools have expressed an interest in our expanding this Befriending service to their pupils who need pastoral support. Befriending sessions have also taken place over the phone, WhatsApp and Zoom, meeting in local parks for walk and talks and meeting at the Family Centre when "Covid safe" to do so.

Our experience has been that the global measures taken to control the virus has meant more people than ever are experiencing severe isolation during lockdown, losing their social connections and physical contacts, suffering this depth of loneliness in turn has led to depression, anxiety, and declining mental health. The Family Centre has strived to ensure that they have stayed connected with all those people accessing support and in having regular chats on the phone and doorstep visits, for some, this was the only contact they had had with other people during the lockdown period.

We found many families were struggling to access online learning for their children or struggling with becoming "teacher". Several families we support have some form of learning difficulty which meant this was a real challenge to them and an added cause of stress. To help, we provided them with resources and donated laptops, that had been donated to the Centre, enabling the families to access online learning. Our being a listening ear when things became overwhelming has been appreciated by many, also we re-assure families of "vulnerable" children when they had concerns and worries about sending their children back into school.

We have continued to work with families and individuals living with and battling addiction, dependency and living in recovery, liaising with doctors and other agencies such as Inspire to ensure they remain on track and can access the help and support they need. What was a big concern was that some people could drop through the cracks due to isolation and the reduction of face-to-face services, and so, we made sure that when people started to disengage, we increased our regular calls, doorstep visits and emergency welfare checks. It was important to all to keep some continuity and consistency, in the hope that people would not return to using substances or alcohol as a crutch during these unprecedented and testing and uncertain times.

During the last year we have provided both practical and emotional support within the following areas:

- Living with addiction i.e. drugs/alcohol detox and rehab
- Incidents of anti-social behaviour

- Advice and provided activities that improve physical and mental health and well-being
- Improvements with health and safety, provision of essentials in the home
- Worked with families to make education and online learning accessible. Where this proved to be difficult, we secured places in school.
- Increase skills in managing a home, finance and reducing debt
- Assisted people with maintaining health/other appointments where possible.
- Securing appropriate housing, delivery of food provisions, furnishings and essentials for setting up a home.
- Supporting those experiencing separation, bereavement/grief, and loss
- Support for people experiencing loneliness and isolation.
- Supporting children and young people & family relationship - bonding/attachment, understanding the needs of others
- How to provide for basic needs- food, safety, warmth, sleep, shelter, clothing, care and protection, love
- Guidance and boundaries – reinforcing a sense of security and of being loved/valued
- Personal safety – within the home and community
- Self-harm and wanting to end life
- Confidence, self-esteem, and self-image/identity
- Managing children/young people challenging behaviours
- Anger management, verbal and physical aggression & understanding the root causes of anger.
- Domestic Violence- help for victims and for those who harm others
- Abuse –victims of abuse both children and adult victims of childhood abuse
- Managing challenging behaviour- learning to practice self-control and discipline and supporting carers
- Actions and consequences – negative actions get negative results – positive actions/positive results
- Personal development and taking on new challenges
- Living with, understanding, and managing mental ill health and its effect on all areas of life. Particularly the increased impact due to the Covid Pandemic
- Addictions- support for those living with addiction and for their carers/families
- Providing food, clothes, furniture, and emergency gas and electric

## **Additional details of objectives and activities.**

Families and individuals that we have supported this year continue to have complex and multiple needs. Due to our wide scope of service provision, there is a degree of unpredictability of needs of those who seek our support at any given time. This has confirmed the need for us to remain within the local community, providing a wide range of services and responding to a wide variety of needs in a flexible and responsive manner. However, as mentioned, the Covid-19 Pandemic has meant a reduction in groupwork and reduced of face-to-face contact with our service users, we anticipate that many families and individuals may struggle with reduced opportunity to engage with support. However, what has been encouraging to see, is there are several families and individuals that have in fact coped very well in the circumstances and have found that although they always thought they needed ongoing contact and the comfort of support, they are very much able to manage their everyday lives amid a global pandemic.

We have been unable to utilise any volunteers this past year, all delivery of groupwork and activities planned were cancelled. Our focus therefore was to concentrate on delivering support to families and individuals in crisis through this difficult period and trying our best to maintain relationships and communication with our service users, whilst keeping everyone as safe as possible.

Trustee involvement and communication has been virtual through Zoom and phone calls due to the pandemic, but our board meetings have continued, and regular contact and support has been readily available from all. For example, we consulted our Trustees regarding the move to a larger premise, they came and had a look around the ABD and they were able to provide questions that needed to be asked and financial advice about negotiating our rent and setting up a standing order. Trustees were also fully involved in the recruiting process for the administrator post and were part of the interview process/panel.

The Family support workers experience of handling different situations and adaptability has been a major strength throughout this time, we have utilised our “hands on” and “can handle any situation” attitude to really spur us on. Changing from face-to-face contact and freedom to visit homes, schools, and family appointments, to then having to manage and maintain support and visits virtually or via phone calls and walk and talks has been challenging but they have rose superbly to the challenge.

Through our vast experience and knowledge of family support, the local area and the relationships formed with families, our support workers have kept families and individuals engaged and re-assured during all the varying degrees of lockdown and restrictions and despite difficulties have always kept a positive mindset. Family support workers have shown a great deal of compassion and patience in what have been challenging circumstances for all concerned.

Project management has included regular staff “Huddles” where staff caught up and talked things through, including their health and well-being, home life, home schooling and everyday concerns. This time also provided advice and in-depth knowledge from many years of experience in supporting people, while also ensuring the well-being of all staff members.

From 1st June to November there were only 3 members of staff. Our volunteer administrator retired at Christmas 2019, this meant that administration and financial aspects such as petty cash, thankyou letters,

invoices etc were all handled between the Project Manager and 2 Family support workers. This again shows the adaptability of the Family Centre, whilst in normal times this may have been overwhelming, one blessing was that due to lockdown and the closure of groups, spend, expenses etc were minimal and so this was manageable.

We used the time to re-assess and re-structure the workforce with a view to how we wanted it to run in the future. It had always been the intention to employ another full-time Family Support Worker and Office Administrator, so it was decided to help facilitate this, and build the team dynamics and strengths Rachel was successfully appointed as Team Leader.

All support and activities remain under the management of a local Trustee Board, who understand the community and the issues and challenges that people face.

## Section D

## Achievements and performance

Summary of the main achievements of the charity during the year

During the past year we have continued to support families and individuals with a huge and wide range of issues whilst navigating the pandemic and lockdowns. We have provided family support to a total of 38 families or individuals. With a total of 55 adults and 73 children. There are currently 10 children or young people accessing befriending services.

We have continued with our aim to build resilience, encouraging people to take responsibility and control of their own lives. For many they have inherited harmful habits and aspects of behaviour that negatively impacts their lives, often leading to isolation and social exclusion.

We have a robust monitoring and evaluation scheme rooted in highly effective record keeping and regular team meetings and supervisions. Work is on-going to update and replace our current monitoring and evaluation systems with a bespoke IT system.

All service delivery is measured by: -

- i. individual action plans completed by the family/worker at the start of and throughout their support
- ii. evaluations carried out by family at end of support
- iii. regular supervision sessions and team Huddles of staff held by the Project Manager
- iv. observations and verbal comments by others; parents, family members, staff, volunteers and other supporting professionals

- v. e.g. health visitors, teachers, social workers who all report progress and positive change
- v. multi agency meetings allow for the sharing and receiving of information/good practice and mutual support and advice, working this way makes the entire support package more effective
- vi. modelling best practice to families, volunteers, and partner agencies

We have found that work in preparing grant applications, reporting to the Trustees, and preparing evaluation/monitoring reports for funders provides a very clear structure and evaluation of our work. Once our IT system is complete our reporting and recording systems and Data Protection will be more robust, time saving and efficient.

Through our regular Trustees' Meetings information is shared of the range and scale of support given. The meetings also form a key role in the monitoring and evaluation of support being provided through individual family support packages of care. Safeguarding has remained a high priority throughout all services delivered. In addition, we have focussed on monitoring and evaluating progress through the Centre Development Plan (see below).

Positive change remains to be a slow and steady process for some and will include some backward steps, as many of our clients live with the effects of previous abuse. Our commitment has always been for the long haul and in this we are unique in Bacup. What keeps us positive is there is plenty of evidence that our work has truly transformed the lives of many. We monitor this with regular case studies which we also use as "evidence" in funding bids and evaluation to show the impact BFC makes.

To help our analysis we classify people's needs into three levels, depending on the amount of support needed and complexity of the issues they have, currently levels are: -

- Level 1 - need minimal support, occasional visits or contact and can be supported effectively with a befriender. Reduced need for professional family support.
- Level 2 - has more complicated needs and will need the support of a professional. They will require at least weekly contact but little need for accompanied visits.
- Level 3 - has the highest need. They have complex interrelated problems and will need multiple visits and support, including accompanying them to appointments and extensive contact, to reassure and set and monitor clear targets.

We have continued to experience families entering support at all levels. We have seen an increase in Level 1 due to the pandemic and people awaiting UC payments in those initial weeks needing emergency provision or advice once this need is met no further contact or support has been needed. 90% of families enter support at levels 2 &3.

By using our self-assessment form and our intentional intervention strategy, we have seen individuals and families progress, and no longer requiring any level of intervention. Equally, during support other issues arise and can be quite complex, resulting in the family moving frequently between the levels.

This year several families were taken off the intensive support because of the progress they had made. In addition, many individuals and family members have increased in their ability to:

- Parent and manage children with challenging behaviours
- Cope in uncertain times.
- Provide a home that is safe, secure, and loving
- Manage their finances and keep to a budget
- Communicate more effectively with family members and professionals
- Recognise issues that have a negative effect on lives
- Recognise the benefits of a healthier lifestyle
- Change inherited negative behaviours and attitudes
- Identify for themselves areas requiring change
- Make positive choices
- Make their views known
- Access and part-take in therapeutic support
- Reduce stress within the home and increase well-being
- Recognise the signs of crisis and seek support.

This year has seen an increase in feelings of loneliness, anxiety, depression, mental health issues, uncertainty and our focus now is to help people navigate their way back into "the new normal." Also, to re-introduce groups and extend our befriending services as we foresee these will now be more important than ever!

## Section E

## Financial review

### Brief statement of the charity's policy on reserves

Bacup Family Centre believes that the charity should hold financial reserves (the "Operation Continuity Reserve" - OCR) because:

- i. It has no endowment funding, or significant income, and is entirely dependent for income upon donor funding from year to year which is inevitably subject to fluctuation
- ii. It requires protection against, and the ability to continue operating despite, catastrophic or lesser but damaging events
- iii. Family work cannot be stopped immediately, and sufficient funds must be available to allow an appropriate "winding down" of support.

### Details of any funds materially in deficit

None

### Further financial review details (Optional information)

There will be an underspend from the National Lottery first year as this included 2 extra staff members 1 of which was recruited later on in the year and the full time Family Support Worker hasn't yet been recruited. Groups have been suspended and so there has been less spend on resources, it has been agreed that this underspend will help prolong the life of the project "Giving a helping hand" Whilst we are extremely lucky to be financially secure at the moment and we are in a strong position for the year 21/22. We are acutely aware that

Lottery funding reduces to 50% in year 3 and so both Trustees and staff continue to seek to secure the funds needed to ensure BFC can continue its ongoing service delivery beyond this financial year. The focus is always on the long term and longevity of the project!

Principal funding in sources for 2020/21

National Lottery  
Tudor Trust  
Income from partnership with CA - Help Through Crisis  
Martin Lewis Covid Fund  
Individual giving  
Local businesses  
Local Churches  
One off donation's

Please see Audited Accounts for 2020/21.

## Section F

## Other optional information

Charity Trustees continue to monitor the development plan which sets out eight objectives for the next three years. Each objective is costed both in terms of finance and human resources and have clear intermediate steps as well as success criteria.

- a) To develop volunteers in number and ability.**
  - a) Several people have expressed interest in becoming involved
  - b) Trustees to provide welcome meetings.
- b) To create greater financial stability of core funding.**
  - a) Three-year funding from the National Lottery Community has been secured. Start date June 2020
  - b) On-going review of budget – making grant applications to meet budget needs
- c) To raise profile of the Centre Open events.**
  - a) AGM invites has increased attendance
  - b) Development and updating of social network site e.g., Website, Facebook.
- d) To respond to changes in legislation that affects families.**
  - a) Policies in place, reviewed this year are Health & Safety, Behaviour Management, Safeguarding Capability and Compassionate Leave. Parental Leave and Lone working.
- e) To develop and effective IT based record system**
  - a) IT based recording and reporting system – Work has continued on a bespoke IT system that has been fully funded by Tudor Trust.
- f) To develop effective partnerships**
  - a) Increased working with Children's Social Care, Education, Health Services, Faith and Voluntary sector.
  - b) Develop partnership and work with Rossendale Borough Council
- g) To develop a clear strategic plan for the Centre for the next 10 years**
  - a) Possible new premises within the local area continues to be explored
  - b) Long term funding and secure formal partnerships.
- h) To ensure compliance with all relevant legislation regarding the work of the Centre.**
  - a) Support and advice covering issues of safeguarding – via Children's Social Care.
  - b) The Pensions Trust – Review of current staff Pensions Plans have been assessed and agreed.

**Section G****Declaration**

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

<b>Signature(s)</b>	
<b>Full name(s)</b>	Janice Lewer
<b>Position (e.g., Secretary, Chair,</b>	<b>Chair of Trustees</b>
<b>Date</b>	16 <sup>th</sup> September 2021