



The Thornbury Centre

ANNUAL REVIEW 2016-2017

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About the Thornbury Centre:

The Thornbury Centre is based in an area of high social deprivation. Local people face multiple inequalities impacting on their quality of life. The areas cheap rented accommodation attracts new migrant communities bringing additional strain to the limited local resources.

Our projects bring hope that things can improve. Our projects make best use of the areas assets, we focus on what we have and can do. We draw on the wealth of knowledge, skills and talents of local people, and utilise the local physical assets. By using this 'can-do' methodology we address inequalities and build community and personal resilience.

The Centre is well known for its core projects:

1. **The Street Life Partnership** – using asset based community development to bring change, its portfolio includes:
Street Life Speaks Out – local people leading social action
Street Life and Co – young people leading social action
Street Life Steps Out – increasing use of outdoor space
2. **The LACO Project** - working with Central and Eastern European new communities with specific expertise in working with our Roma communities
LACO Improve Your Life
LACO Good Health
LACO Support @ Sharakat
3. **4 Life** - taking core Public Health messages to local communities to reduce levels of obesity across generations and improve people's quality of life
4 Life – Public Health Tier 1 Healthy Weight Management
4 Life – ABL A Better Life – Public Health Tier 2 Healthy Weight Management
4 Life – Connectors – Social Prescribing

The Thornbury Centre is faced with reducing levels of funding and increasing levels of need. We are seeing local organisations across Bradford facing closure as funding is withdrawn or new funding is not secured. The Centre is in a fortunate position due to the actions we have taken over the last seven years to build our reserves. However, we continue to seek new ways of working and other funding sources to ensure that the Centre continues to be able to work with people to bring lasting positive change into lives.



Our Vision, mission and ethos:

To bring communities and partners from all sectors together to rebuild the area's social capital so we have pro-active prosperous citizens who experience good health and wellbeing.

OUR MISSION:

We aim to achieve:

- ❖ **Positive Change:** bringing together individuals, communities, private, public and voluntary sector organisations and different faiths to initiate and facilitate positive change
- ❖ **Lasting social cohesion:** providing opportunities to bridge the gap between communities
- ❖ **Improved holistic health and wellbeing:** ensuring those in conditions of need, hardship or distress, or who are marginalised or isolated receive the help they need through the provision of a range of caring and ethical services
- ❖ **Capable and responsible citizens:** providing opportunities for people to gain the skills, knowledge and understanding they need

OUR ETHOS:

- ❖ **Partnering**
To add value and enrich provision
- ❖ **Enterprising**
Helping people to develop the skills they need for life
- ❖ **Inclusive**
Ensuring that everyone is valued and respected for who they are
- ❖ **Personalised**
Delivering services that work with not just for people
- ❖ **Ethical and Equitable**
Services reflect a commitment to fairness, integrity and justice
- ❖ **Sustainable**
Making optimal use of all resources

Public benefit:

All aspects of our work are aligned with our Charitable Objects that are summarised in our Vision, Mission and Ethos. The impact of our work is captured in the information outlined in the following pages.

All our projects treat people in a fair and equal manner and seek to ensure access for all in accordance with the law regardless of gender, marital status, race, religion, colour, age, disability or sexual orientation.

Through our work we see local people facing increasing levels of poverty, financial exclusion, stress, anxiety and poverty of opportunity. Each project is developed with its intended participants to address one or more of these areas through:

- ❖ Working with residents on local streets, nurturing independence and interdependence to create people able to help themselves and willing to help one another
- ❖ Empowering people to work with us to co-design/ deliver more effective, efficient and equitable provision
- ❖ Raising aspirations and valuing the contribution of local young people in their communities
- ❖ Improving life outcomes through bespoke health and wellbeing initiatives to our most marginalised communities
- ❖ Partnering with other organisations to draw in their skill-base to expand our local provision and make best use of finite resources



The people we serve:

Data from our main delivery area, Bradford East indicates:

- ❖ 53% of people living in Bradford East are of white ethnic origin, 30% are Pakistani, 4% are Bangladeshi, 3% are Indian, 3% are of Mixed heritage, 2% are Black and 4% have other ethnic origins. 98% of residents live in areas of extreme deprivation (*below 5% IMD*)
- ❖ Spoken and written English/ everyday maths is often poor (*anecdotal information from project staff/ Ward data*)
- ❖ The area attracts high numbers of poorly educated/ low skilled new migrant communities due to the large, poorly maintained, cheap to rent Victorian terrace housing putting additional strain on scarce resources (*Ward Data*)
- ❖ Employability status is low, many residents are not 'job ready' hampering their ability to secure employment as a means of escaping poverty (*information from project/ social housing employment support workers*)
- ❖ Approximately 31% of children live in households dependent on workless benefits with 3,240 local children living below the poverty line (*National Child Poverty Data 2014*)
- ❖ Bradford East has a total population of 116,900, 28% are under 15yrs
- ❖ High level of transient communities (*Ward Data*)
- ❖ High levels of fly tipping, unkempt external environments and litter strewn backstreets (*Ward Data*)
- ❖ High levels of social isolation and loneliness including loneliness amongst children (*Joseph Rowntree Foundation Neighbourhood Approaches to Loneliness Research 2014*)
- ❖ People feel they have no power to influence decisions made about their area impacting on their quality of life (*Street Life Consultation 2014*)
- ❖ It has the second highest infant mortality rate in the district (6.4 deaths per 1,000 live births compared to the district average of 5.8) deaths per 1,000 live births) 24% of local 11yr olds are obese (*Public Health Data*)
- ❖ Incidence of mortality in under 75s, diabetes, coronary heart disease, are in the highest percentile, high levels of Type 2 Diabetes (*Public Health Data*)
- ❖ Significantly lower life expectancy for men and women than Bradford District/ national averages (*Public Health Data*)
- ❖ People don't relate to generic health promotion due to poor levels of literacy/ English as a 2nd language and the stresses of daily life living on or below the poverty line (*Local intelligence*)

Strategic overview:

In 2016-17 our projects worked with over 4000 people through outreach, events and activities and direct support through bespoke case-management, health improvement programmes, volunteering and advocacy.

Each project is built on a Theory of Change model identifying outcomes/ outcome indicators and long-term impact. Through robust data monitoring and distance travelled tools we have a track record of bringing change to peoples' holistic health/wellbeing. Our evidence shows:

- Reduced levels of isolation and loneliness
- Increased levels of volunteering
- Reduced levels of anxiety and stress
- Improved financial inclusion
- Improved social inclusion
- Improved feelings of mental/ physical wellbeing
- Improved understanding of how to live a healthier lifestyle including improved activity levels and choosing healthier options

Our projects are preventing destitution, improving self-care so people can live-well. Our projects equip and empower people so they can become agents of change in their own lives and lives of others. Our street based activities are improving social cohesion and our volunteering opportunities value everyone's contribution to the life of our communities.

Through our social action, we have motivated, equipped and enabled local people to be a part of creating solutions in their area. By focusing on what people can do residents now run a Pay-what-you-can Market and are considering whether they are able to operate the public library based at the Centre.

We equip and empower young people through our bespoke community development/ Making Every Contact Count training. These young people are delivering interventions in sheltered accommodation. The older people tell us how these visits have changed their lives, bringing life and enjoyment into often empty days.

In the following pages, you can read about the difference specific projects have made in the lives of local people.

Some highlights from our year:

STREET LIFE & Co

Ten young people have given over 700 hours to work in local sheltered accommodation. These young people received bespoke community development training and learnt how to 'make every contact count'.



Once trained they planned and delivered weekly activities. The real impact can be seen by clicking on the link below.

Street Life & Co Dove Court Documentary <https://youtu.be/apr6MSTOfis>

And the impact for 83 older residents involved in the project:

100% of residents felt less isolated because of engaging with the SL&CO activities

100% of residents felt less lonely because of engaging with the SL&CO activities

100% of residents viewed YP differently after engagement

100% of residents feel more young people should be trained and volunteer

Approximately 24% of residents were not aware of services they can access to help them, compared to approximately 72% before engagement.

4life

4 Life has expanded its areas of delivery to encompass Tier 2 Weight Management and Social Prescribing.

4 Life A Better Life Bradford brings bespoke family and 1-2-1 healthy weight management support to vulnerable people who find accessing group sessions difficult. 63 of our 90 clients 5% of their body weight, the other losing up to that amount all stated they are now living healthier more active lives.

4 Life Connectors – provides a bespoke service for local GP surgeries. This is non-clinical support for patients to deal with issues they face. It also connects them to existing community based services reducing inappropriate GP appointments. The service is highlighting the high levels of depression and social isolation people face. Through our work people are joining local groups and finding new friendships. One lady commented at the end of the intervention – “I don’t go to see my GP each week now, I go to the walking group;” she then said – “I guess that is what this is for.....” and smiled.



LACO

Improve your **life**

LACO has fought for survival amidst the funding challenges. Its Public Health funding ends on the 30th June 2017. Health Visitors, Social Workers, Family Support Workers and Welfare Benefit Advisors have all sought to voice their concerns at the closure of this much-needed project.



During this year the Head of Development has been working with colleagues from Barnardos and across the Multi-Agency Child Sexual Exploitation Hub (MACSEH). She had been alerted to the fact Roma families were being targeted and existing services were failing to engage with families. By July 2017 LACO and Barnardos will be operating a small pilot project funded by The Pilgrims Trust to raise awareness of CSE in Roma families and link them to existing support.

STREET LIFE SPEAKS OUT

The year has seen 93 people helped into employment and training. 43 young people gave their time, skills and talents to support social action. Over 200 residents volunteered to bring change to their area from helping on our allotment to becoming '5-minute Neighbours' (*people ensuring older residents are 'ok'*).

In discussion with the Big Lottery we have begun to see if SLSO is replicable by moving aspects into an adjacent ward. It is proving even more effective. The team are working closely with a local school and now volunteers operate a weekly 'Pay-What-You-Can' Market there.



Additional funding from Tesco's Bags for Life funding will see the development of a wildlife area on the local allotment site so that children from local schools and children's centres will be able to explore nature on their doorstep.

Our plans for the future:

Background:

The National Council for Voluntary Sector Organisation's (NVCO) Road Ahead report for 2017 summarises key issues facing the sector and the people we work with in the coming years the:

- ❖ Impact of Brexit on the actions of the government, business and communities
- ❖ Government's continued austerity agenda impacting on local services
- ❖ Challenges on households with lower household incomes and rising prices

In meeting with our local statutory sector partners and in regional guidance such as the NHS Sustainability and Transformation Plan it clearly identifies the way forward will be through improved self-care, improved use of physical assets and a focus on early intervention and prevention.

The R.S.A's report The Value of Connected Communities and NESTAs People Powered Health focus on using an asset based approach to increase social capital, creating more inclusive communities to improve physical and mental health/ wellbeing

Our role:

Our Centre is rooted in the communities we serve. Our delivery model enables us to engage with people who, for whatever reason, do not access universal services. Our skilled workers and team of volunteers have built positive relationships with some of our most marginalised community members. Our focus on possibilities, people's capabilities and our role as motivators and facilitators leads to sustainable transformation.



However, our participants will face even greater challenges as funding across all sectors is reduced. The VCS in Bradford has already seen provision reduce and projects close. Often these projects brought a life-line to individuals and families: their closure could lead to greater inequalities.

Considering the reduced funding we want to ensure that our work brings real change. Too often the charitable sector has focused on alleviating immediate needs rather than stemming the flow of these needs by equipping and empowering people. We want to continue our role as innovators and leaders of best practice. So, the next three years will see us focusing on 3 key areas for grant funding:

- ❖ **Street Life Partnership** - social action initiatives focusing on under-represented people and age groups raising self-belief through increasing involvement in social action, facilitating their influence in local/ district wide agenda's

- ❖ **4 Life** - improving quality of life through physical activity and nutritional interventions across our communities bringing specific focus on people living in poverty
- ❖ **LACO** - Increasing access to holistic health/wellbeing provision including advocacy and case management support for marginalised and vulnerable new CEE/Roma communities to improve life outcomes



We recognise that the statutory funding landscape in Bradford is changing significantly. The Head of Development is working with colleagues from across Bradford's health providers on a new model of care. It is envisaged that all health-related funding will, by 2021, flow through this body. Bradford's voluntary sector is developing a company that will be part of this and will commission services from within the VCS market place.

To access this funding the Centre will have to ensure it has appropriate:

- ❖ Quality marks (Quality for Health/ PQASSO Level 2)
- ❖ Information Governance protocols
- ❖ Contractual compliance e.g. levels of insurance, business continuity planning

Despite the limitations of funding we believe we can become a hub of activities to improve the lives of people living across Bradford East. We will continue to work with our cross-sector partners and deliver our own bespoke interventions.



Using our building as a community resource

In addition to being a registered charity The Thornbury Centre is also a building, and one which is very expensive to maintain. However, a great deal of consideration is given to how the Centre can be of benefit to the local community whilst generating enough income to ensure its survival.

in an ideal world:

- all our tenants/community partners would either be community groups or registered charities paying peppercorn rents
- all community events would be free
- there would be an abundance of staff
- the Centre would be open from early morning to late evening every day

Unfortunately, this would quickly lead to the Centre's demise: hence an eternal balancing act!



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The reality is that the Centre operates on minimal staffing levels, which can sometimes restrict its capacity to remain open late. It does, however, coordinate community activities in a cost-effective way so that these groups and their beneficiaries have access to an affordable venue. These events generally take place on Tuesday and Thursday evenings and Saturday mornings. Similarly, local residents find the Centre an attractive venue for parties and our pricing policy ensures that they are offered excellent value for money whilst still generating some income for the Centre.

The conferencing function operates a three-tier pricing policy: commercial, subsidised and free. A summary of the bookings taken last year identify that free and heavily subsidised bookings greatly outnumbered those generating income for the Centre. The current financial situation has impacted on conferencing but it helps that the Centre has wide appeal and a good cross-section of users. Many of our statutory and business users have a strong social conscience and share our ethos.

Over the year the Centre regularly hosted a health trainer, a benefits advice worker, educational support classes and job club sessions in addition to a variety of activities such as Tai Kwon Do, Karate, Yoga, Art and Crafts, Girls Brigade and parent and toddler groups. These are provided free or at much reduced rates as part of our commitment to our communities. The income generated from these regular weekly bookings is approximately £180 per week, if we charged the full rate the income

generated would amount to over £1,100 per week. In addition to these regular bookings we also offer free and highly subsidized rates to other ad-hoc community bookings.

Whilst we are unable to offer peppercorn rents we aim to provide attractive, affordable, serviced office space to charities and organisations working with the local community. During the year 2016-17 our tenants were:

- HomeStart
- Family Action
- Faithful Neighbours
- Groundworks
- Bradford District Care Trust
- Bradford Council Library Service
- Oasis Community Café

Bradford Council took the decision to close the library in order to reduce their costs but were willing to support the Centre if it would consider operating a Community Library with volunteers. This is something we are strongly committed to and have initiated in conjunction with the Street Life Speaks Out Project.

Designated building fund

In 2014/15 The Thornbury Centre had sufficient reserves to set up a designated building fund for a rolling programme of repairs. Works completed in 2016/17 included:

- Replacement of the lift hydraulic tank
- Replacement/refurbishment of damaged lightning conductor
- Replacement server
- Extensive electrical repairs (light fittings)
- Adjustments to original build (G/F) in line with H & S advice
- Completion of new website and new logo
- New conferencing chairs
- Updating the external signage to reflect the new logo and new tenants

Governance:

Registration Numbers:

Charity Registration No: 1068657

Company Registration No: 3473127

VAT Registration No: 7341056560

Structure:

The Thornbury Centre is a Company limited by guarantee, not having a share capital, registered under the Companies Act 2006, and is also a charity registered under the Charities Act 2011.

The Parochial Church Council (PCC) of Thornbury developed the building as a Church and Community Centre, with financial support from the Millennium Commission, the European Regional Development Fund, Newlands SRB, and Bradford Council, the Diocese of Bradford, Yorkshire Forward and a number of charitable trusts in 1998.

The Parochial Church Council has appointed The Thornbury Centre as its agent to manage the Community Centre.

Board of Directors:

The Board of Directors comprises the directors of the Thornbury Centre to comply with the Companies Act 2006 and trustees of the Thornbury Centre to comply with the Charities Act 2011.

Father Nicholas Clews – Chair of the Board	Mr Norman Finnigan - Vice Chair
Mr Robert Griffiths – Treasurer	Dr Edric Ellis - Company Secretary
Mr Ayub Laher	Mr Kapal Dev Soni
Rev Samuel Kennedy	Mr James Clews
Rev'd Cat Thatcher	Mr John Cockshott (resigned July 2016)
Mr Riaz Ahmed	

The Board take their responsibilities seriously and have established two committees to support them:

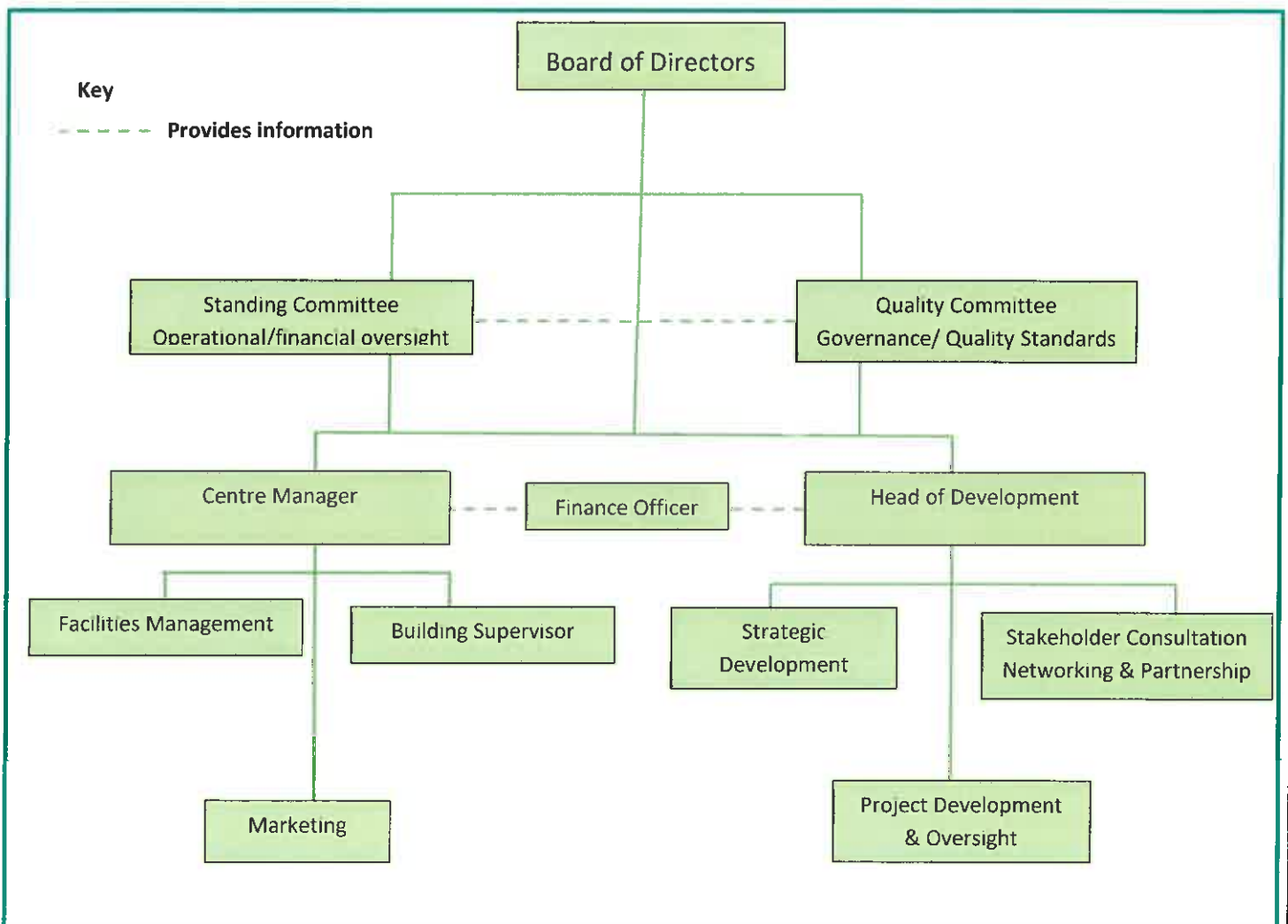
- ❖ Standing Committee – specifically monitoring financial viability
- ❖ Quality Committee – ensuring robust organisational systems, policies, procedures and legal compliance

The Board also ensure the Centre has robust Health and Safety and Safeguarding procedures.

Recruitment and Appointment of Directors:

Under the company's Articles there shall be a maximum of 17 Directors, of whom 7 shall be nominated by the PCC, 2 by the Local Authority, 1 by a local school, 3 by the local community, and 4 by user groups. Whilst these groups are responsible for the nomination of new members, they look to the Board for help in identifying appropriate members; as the Board is responsible for making appointments. All new directors have an induction to ensure they understand their role and responsibilities.

Organisational Structure:



Employees and officers:

The Centre has a total of 18 members of staff. These are split across 4 departments: Management, Administration, Projects and Buildings. The majority of staff working on our projects.

The Centre itself operates on minimal staffing levels and is grateful for the support provided by volunteers. The team consists of:

Senior Management: Helen Speight and Elaine Sheridan

Finance: Sheila Emsley

Building Facilities: Albert Jackson, David Simpson and Madeleine Shackler

Bob Griffiths (our very hands-on Treasurer) gave notice of his retirement from the Board: this will leave a void in the staff team and he will be very greatly missed.

Commitment to Equality and Diversity:

The Thornbury Centre is committed to ensuring and promoting equality of opportunity and opposed to discrimination on any grounds. We are committed to maintaining a culture that values people and the contribution they make. Our aim is to deliver services equitably ensuring that no one receives less favourable treatment or is disadvantaged for reasons that are unfair.

We endeavour to recruit a workforce that reflects the communities with which we work. We also take positive steps to recruit, retain and develop the careers of our workforce.

Statement of Risk Management:

The Board of Directors has identified the major risks to which the Thornbury Centre is exposed

- ❖ Governance
- ❖ Operational
- ❖ Financial
- ❖ External
- ❖ Compliance

Our risk management processes are used to improve our performance and decision-making through:

- ❖ Rapid identification, assessment and management of risk to mitigate any impact on the achievement of our operational objectives
- ❖ Effective processes in areas of risk e.g. financial, governance, operational and reputational
- ❖ Processes that reflect the directors' views as to levels of acceptable risk
- ❖ Processes that review and consider the principal results of risk identification, evaluation and management in relation to on-going practice and provision

Our Risk Policy and Procedures ensure effective risk management. Where risks are identified the Board will decide whether to 'Treat', 'Tolerate', 'Terminate' or 'Transfer' the risk (the 4 T's).

Quality assurance:

The Centre has also attained PQASSO (*Practical Quality Assurance System for Small Organisations*) Level 1 Quality Assurance Mark externally verified by Bradford Council and is now working towards Level 2 which will be externally validated.

Reserves Policy:

The Centre's policy is to hold 6 months of our annual unrestricted expenditure in unrestricted reserve. The Directors consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the Centre's current activities while consideration is given to ways in which additional funds may be raised.

The Centre is entering 2017-18 with unrestricted reserves of £179,463.

Centre Restricted Fund:

In recent years the Centre has carefully accrued reserves that are now at an acceptable level and is now in a position to restrict funds for building repairs. There is £30,000 allocated for future building repairs.

Disclosure of information to Auditors:

Each of the Directors has confirmed that they are aware of no information relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

Auditors:

Torevell Dent were appointed as auditors to the company.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Directors are responsible for preparing the accounts in accordance with applicable law and regulations.

Company law requires the Directors to prepare accounts for each financial year. Under that law the Directors have elected to prepare accounts in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Directors must not approve the accounts unless they are satisfied that they give a true and fair view of the state of affairs of the Centre and of its incoming resources and application of resources, including its net income and expenditure for the year.

In preparing these accounts, the Directors are required to:

- ❖ Select suitable accounting policies and then apply them consistently
- ❖ Make judgements and estimates that are reasonable and prudent
- ❖ Prepare the accounts on 'the going concern basis' unless it is inappropriate to presume that the Centre will continue in operation

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Centre's transactions and disclose with reasonable accuracy at any time the financial position of the Centre and which enable them to ensure that the accounts comply with the Companies Act 2006. They are also

responsible for safeguarding the assets of the Centre and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006. Approved by the Board of Directors and signed on their behalf by:



Father N. Clews, Chair of the Board