



ANNUAL REPORT 2018/19

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Mission Statement

The Sanctuary Trust is a practical expression of God's love, providing support and encouragement for people who are homeless or seeking to take control of their lives through addressing drug, alcohol or other, homeless-related problems.

Aims and Purpose Statement

To help people to take their full place in society and live independently.

To give vulnerable people opportunity to improve the quality of life by providing a stable environment which enables them to take greater responsibility for their lives.

Vision Statement

The Sanctuary Trust will consistently achieve much more tomorrow than it did today for the benefit of staff, service users, stakeholders, the community and society.

Chairs Report

A Year in the life of Sanctuary Trust has past and I present this as my annual report for the Annual General Meeting. This time with a change that being its location, North Wales.

Sanctuary have taken many steps over this last year towards the provision of services in area of Wales in which we operate some steps have been forward, some backwards, some sideways and some standing on the spot. Others have been painful and uncomfortable and challenging but have taken us to the place where I believe we are stronger and broader and well equipped to move forward over this coming year.

This bigger broader service provision alongside additional services in the Rochdale area have prompted a change in structure which now includes two steering groups one in Wales and one in Rochdale. These then report to the Trustee's Board which includes a representative from both steering groups. This is new and we are still in the early stages of development but will I believe equip us for whatever happens in the future.

Rochdale service continues to expand supported by funding from various places and involving the working together with other organisations and driven onwards by those involved. Rochdale core services again have shown that you can get two measures into one if you have the energy and commitment to make it work.

This past year has again proven to me that this organisation does not look at a problem and see it in a business sense asking how can we gain from involvement in it or make a profit from it. There have been numerous occasions over this past year when we have rejoiced, perhaps sometime reflectively, for the opportunities we have been presented with to help those who need our help from the services we provide and the opportunity for us to expand our services into unmet areas of need which we have clearly done. This kind of engagement comes at a cost and I am humbled when I look in from my position as Chairman of Trustee's and see how much commitment time and energy those involved have invested, I applaud you all

All the above activity is again testament to those involved and to the outpouring of the Christian beliefs on which this Trust was founded. I thank all those involved for their commitment, time and energy and I Prayerfully seek a continued blessing on this organisation and those who work and commit time to within it.

This year ends and together we move into the year in front of us, Thank you for being part of it.

Dennis Darter - Chair

Chief Executives Report

I have been amazed at how wonderful our staff teams are led by amazingly mature and wise people who only want the best for the future of those we are serving and this charity. This is such a blessing as it reminds me that in the early days we set in stone our mission statement and principles and these have continued to be the inspiration to the fine work being carried out by all.

Another very positive year sees Sanctuary Trust increase our services again. All services are continuing to run at an exceptionally high standard which is a credit to all the project teams.

The other factor that lifts my spirit is the giving nature of those who seek to help this work. From the many volunteers in the Food Bank, the Soup kitchen, Pass It On Scheme and shops to the financial gifts we have received including the tremendous Gwledd Dewi Sant (Saint David's Dinner) organised by the tireless Guto Lewis Managing Director at BOCS Self Storage Ltd which is going towards developing the service of Conwy Food Bank. The amount of help we receive out the goodness of people's hearts is a testimony in itself to them that human nature has a future and a hope. A hope that Food Banks will become a thing of the past. A hope that a fairer system is beginning to appear out of the greed so prevalent in this world.

Having run the Arc Communities services for a year under a service level agreement and after due diligence we are now ready to bring ARC services into Sanctuary Trust ownership. We will be good stewards of these vital services which include the Tier 2 drop-ins at Rhyl and Colwyn Bay, the Conwy Food Bank, Beit Tikva four bedded accommodation project and the Community Shop in Pensarn. Ian McNeillie our Area Manager in North Wales will be heading up this new venture along with overseeing the work at Holborn House 7 bedded accommodation for men and Belgrave Road second stage 4 bedded move on accommodation. Ian will need all the support he can get in undertaking this and therefore we are setting up a North Wales Steering Group to oversee and support Ian with these developments.

The development of the Pass It On Scheme PIOS has been a pleasure to see as it begins to grow. Service users developing their skills to become ready for independence. Some those becoming colleagues and with that lived experience having a deeper understanding of the needs of those they now serve. This scheme will become integral to all Sanctuary Trust services and will be the future of the homeless prevention work we do. The Rochdale service 7 report below gives more detail of this service.

We have exciting times ahead and I look forward to engaging with everyone involved in this wonderful God given organisation.

David Lackner-Smith – CEO

Rochdale Services

Rochdale Service 1 Halsall House

Halsall House is an 'abstinence based' supported housing project located near Rochdale town centre.

KEY FEATURES OF HALLSALL HOUSE

- ✓ **Abstinence based recovery programme including drug and alcohol testing**
- ✓ **A 5 staged Personalised action plan aimed at supporting clients to embed new healthy habits**
- ✓ **4 substantial meals per day**
- ✓ **Key work support**
- ✓ **Support with developing independent living skills**
- ✓ **Relapse prevention training through our Exodus project**
- ✓ **Ellis Whittam E-Learning Accredited qualifications in Fire safety, Food hygiene Level 2 Health and Safety, medicine awareness, Stress management, and many more! A computer with internet access is available for all clients within the accommodation and additional support is afforded to those clients with literacy and computer needs.**
- ✓ **Monthly recreation activities such as raft building, canoeing, abseiling and much more!**
- ✓ **A comprehensive tenancy ready training programme for all clients ready to move on from the service**
- ✓ **A collaborative approach to reintegration - we work with many different partners to help clients develop community support networks within their area of resettlement**
- ✓ **We provide support and encouragement to all former clients through our graduate network known as the pass it on scheme'**

A total of **84** people accessed the Sanctuary trust's Halsall house from April 20118 to March 31st 2019.

Unfortunately, approximately **33%** (28 individuals) were asked to leave Halsall House. Typical reasons for eviction were non-engagement with the Service or the use of substances on Site.

We have recorded that **18%** of our clients this year (15 individuals) have moved on to other supported housing providers. This is unsurprising when considering the makeup of the Services we provide at Halsall House. Halsall House provides intense level of support, a project that is staffed 24hr a day all year round. Following periods of substance misuse and homelessness, clients often appreciate high levels of support, but it's not uncommon for clients' needs to change as they engage with the Programme. Therefore, referrals from Halsall to other projects that provide greater levels of independence can be very effective pathways. For this reason, only **8%** (7 individuals) moved direct from Halsall house to their own independent accommodation.

The Sanctuary trust recognizes the importance of supporting clients re connect with family. Relationship breakdown is a significant reason for homeless presentations; our work in this area has led to **8%** (7 individuals) of our clients returning home following our intervention and ongoing support.

Case Study from Halsall House

Jack faced rough sleeping when his friend told him he can no longer stay on his sofa. After presented at the Homelessness Section, Jack was accommodated at Sanctuary trust Emergency provision (STEP).

Jack disclosed he smokes cannabis and suffers from depression. This contributed to his homelessness; therefore he decided to pursue a move on to Halsall House abstinence project.

At Halsall House Jack worked hard on improving his confidence through volunteer work. Jack even appeared on ITV news, talking about his experiences of homelessness and how he now volunteers his time at the STEP project to help other people navigate homelessness.

Jack completed the support Programme at Halsall House, although he was registered with RBH and

could have got his own independent tenancy, Jack didn't feel he was quite ready for this move. We therefore worked with Jack to find a more suitable move on - a small shared house with an attached floating support service.

Jack is doing very well in his new accommodation, after finishing a Princes trust Programme Jack now volunteers at the Sanctuary trust Storehouse. He aims to continue working on life skills and building confidence before moving on to independent tenancy and employment. Well done Jack – your story is a great inspiration to us. We wish you all the very best in the future.



Rochdale Service 2 STEP

The STEP Project is a rough sleepers unit for persons with no fixed abode and a local connection to Rochdale.

KEY FEATURES OF STEP

- ✓ **All referrals received through Rochdale Homelessness Section or emergency out of hours services**
- ✓ **The STEP provides overnight accommodate (7pm – 9am) for rough sleepers with access to shower, cleaning facilities and two meals (evening and morning).**
- ✓ **The STEP supports clients achieve their personal housing plans and supports clients identify further actions to reduce the risk of future homeless re-presentations**
- ✓ **The STEP provides all clients with an opportunity to engage in Tenancy training and other reintegration group work activities**
- ✓ **The STEP works in collaboration with other Services and community groups**

A total of **174** people accessed the Sanctuary trust's Emergency provision from April 2018 to March 31st 2019.

We have recorded **41%** (71 individuals) have moved on from the STEP project to more sustainable housing as a direct result of our intervention. Therefore **59%** (144 individuals) left the Service without a recorded move on. This is not uncommon for emergency accommodation; we provide that relief from rough sleeping, but quite often the following day a client's personal networks step in to prevent repeated use of the Service. It is those clients that lack this kind of social capital who we tend to accommodate on a more regular basis.

The number of individuals we have accommodated has significantly increased this year due to the 'A bed for every night campaign'. A Bed for Every Night (ABEN) is a large-scale joined-up approach that aims to provide an initial 260 beds throughout Greater Manchester for individuals sleeping rough every night of the forthcoming winter, November to April. It is widely recognised that the Sanctuary Trust were a key partner in this initiative, providing up to 7 ABEN beds per night.

We have recorded that **56%** of our clients this year (40 individuals) have moved on to other supported housing providers.

We have recorded that **22%** of our clients this year (16 individuals) have moved into private tenancy arrangements. While only **11%** of our clients this year (8 individuals) have moved into social housing accommodation.

Case Study from Step Project

Stewart is a man who has recently moved into his own flat. However, until recently Stewart was living at the STEP seeking support to meet his resettlement needs and ensure he was tenancy ready.



Our Community Champions have been able to supply items which Stewart did not have and have delivered them to his new accommodation.

Not only this, Stewart has signed up to The Pass It On scheme enabling him to volunteer within The Sanctuary Trust.

By doing this Stewart is able to build valuable skills for future development. Also, Stewart can volunteer within the Sanctuary Storehouse (charity shop) which will enable him to be physically and socially active.

The Sanctuary team wished Stewart the best of luck and have made him aware that he can access future support should he require it.

HOMELESS PREVENTION @ SANCTUARY TRUST

Rochdale Service 3 - Crisis Project

The Crisis Project aims to support the homeless within the Borough of Rochdale meet basic needs, such as; health, life skills, social network, resettlement and vocational outcomes.

I can confirm the Crisis Project is achieved these aims, this is reflected in the statistics outlined below;

1. The Project aims to support **100 participants record an improvement in health outcomes**. In 2018/19, we have supported **115** participants improve health outcomes.
2. The Project aims to support **100 participants record an improvement in life skills outcomes**. In 2018/19, we have supported **120** participants improve skills outcomes.
3. The Project aims to support **100 participants record an improvement in social network outcomes**. In 2018/19, we have supported **116** participants improve social network outcomes.
4. The Project aims to support **100 participants record an improvement in resettlement outcomes**. In 2018/19, we have supported **115** participants improve resettlement outcomes.
5. The Project aims to support **100 participants record an improvement in vocational outcomes**. In 2018/19, we have supported **114** participants improve vocational outcomes.

Case Study from Crisis Project

Homelessness is a difficult experience, but John got used to it. After a while it didn't feel so strange, and in a funny way there is a kind of freedom to it. But after a while John yearned for a place to call his own. His own home, somewhere safe, stable and warm. He didn't much care where he lived, as long as he had his own set of keys.

After a long wait on the housing register, John bid for a one bedroom flat and was successful. Finally he would move from emergency overnight provision into his own tenancy. On the day John moved in he hadn't realised he would need to top up his electric metre; it had been such a long time since he had his own tenancy and in the excitement he hadn't considered this. Unfortunately he would have to wait a week until he could top up his metre, and as the boiler required electric this meant no heating for John. After a few days of no electric, no heating John thought about giving up. What's the point, he was freezing in the flat and couldn't watch telly, he may as well be homeless again; at least in the emergency provision he could have a brew and watch Coronation Street!

Thanks to the Sanctuary trust crisis Team, we were able to get John £20 electric through the real change provision. John said, 'I don't know what I would do if it wasn't for the Sanctuary trust getting me some electric, I felt like posting my keys in and getting off'.



Rochdale Service 4 – Reaching out Centre

The Reaching out Centre (ROC) provides a safe space for local citizens to come together and form meaningful relationships. From the simple act of sharing a meal together, to empowering local citizens and / or community groups to develop educational, social and recreational activities; the ROC is an important community asset tackling isolation, loneliness and disadvantage.

In 2018/19 The ROC aims to –

- ✓ **Unite volunteer led groups in an effort to improve our service delivery, coordinate our approach and maintain the safety of beneficiaries / volunteers working with disadvantages people**
- ✓ **Utilise the skills of ordinary citizens to meet the needs of our most vulnerable citizens**
- ✓ **work with the homeless and those citizens often excluded and / or isolated from mainstream services**

The Sanctuary Trust, in partnership with the volunteers, is pleased to report we have:

- ✓ **Served a hot meal for up to 50 vulnerable people Tuesday – Saturday**
- ✓ **Given free access to our building to another community group to serve food to vulnerable people on Sundays**
- ✓ **Facilitated 12 training opportunities for all local citizens that work with vulnerable people in Rochdale**
- ✓ **Increased the number of volunteers from 56 to 83 people.**

Rochdale is the birthplace of the cooperative; we have a proud history of mobilising local citizens to meet the needs of the community. In partnership with volunteer led groups, the Sanctuary trust hope to engage the community to address one of the underlining reasons for homelessness – loneliness and isolation.

Case Study from ROC



Thanks to our Pass it on Team, 9 local citizens that volunteer with homeless people through our Reaching out Centre have received personal and professional boundaries training

This workshop is delivered by people with lived experience of homelessness. Adam said, I have been volunteering at the Soup kitchen now for months; this training has given more understanding of the importance of maintaining boundaries when working with vulnerable people'. Special thanks to the Pass it on team for creating this important workshop

Rochdale Service 5 – Reintegration Project

Homelessness can create social isolation. Over time, homeless people can develop sub cultures; quite often the norms and values of these groups of people can promote the kind of behaviour that increases the risk of prolonged homelessness and homeless re-presentations.

The Sanctuary Trust looks to address this problem through its Reintegration Project. We have created 21 group work interventions, each designed to address underlining reasons for homelessness and explore ways to support our clients integrate back into society

Case Study from Reintegration Project

Wayne moved into Halsall House to address addiction to Crack Cocaine. As part of his pass it on commitments, Wayne takes the lead facilitating Reintegration workshops.

Here, Wayne is delivering the Acceptance workshop to two new residents at Halsall House. Often, the best way to learn is to teach. Wayne helps others while reinforcing his commitment to a life free from substances. Well done Wayne!



Rochdale Service 6 – Storehouse Project

Sanctuary Trust Storehouse Project is a charity shop with a difference. Not only does the Project generate vital funds to help us reduce homelessness in Rochdale, we also provide meaningful work experience for people looking to get back into employment.

In 2018/19 we have:–

- ✓ **Provide furniture and white goods to local people who otherwise couldn't afford**
- ✓ **Support locals on a low income develop key employability skills**
- ✓ **Provide training and development opportunities, including accredited qualifications in first aid, food hygiene, manual handling, health and safety, and much more**
- ✓ **Offer free tea / coffee to all our customers and a safe place to have a chat and make new friends**
- ✓ **Generate the vital funds to help end homelessness in the Borough of Rochdale**

Case Study from Storehouse

Kit accessed Sanctuary Trust Halsall House for approximately 6 months. In March 2019 he moved into his own RBH tenancy and started his first year at a local University.

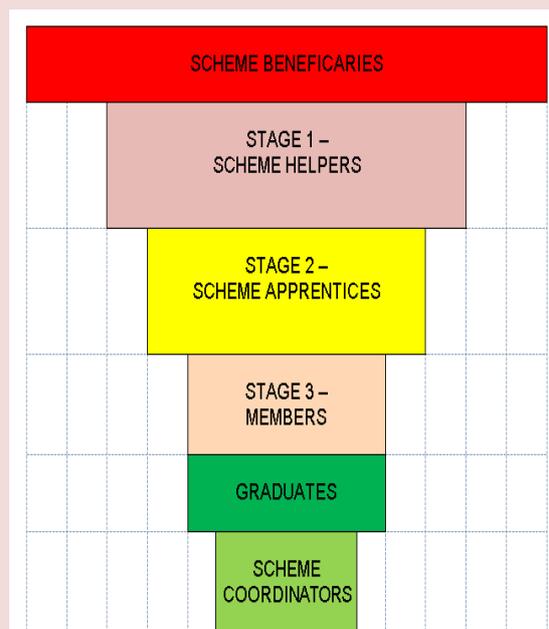
Within a week of moving into his own accommodation an opportunity came up at the Sanctuary trust Storehouse, we were recruiting for community champions to help recently housed people acquire white goods.

Kit spent his time at Halsall House completing qualifications that equip him for this new role. He was successful in the interview and now works for 10hrs a week at the Storehouse. This job fits in well with his university studies, and with a clean driver's license Kit spend a lot of his time delivering much needed furniture to those that need it the most.



Rochdale Service 7 – Pass it on Scheme

The Pass it on Scheme recognises the valuable contribution persons with lived experience can offer the homeless and / or those at risk. We provide the experience, knowledge and training that will help to cultivate the next generation of housing / homelessness workers, with lived experience.



Our Service model consists of various levels of scheme participation.

Scheme Beneficiaries are people that benefit from the support the Scheme offers. At the moment this includes those that access our Community Kitchen and supported Housing projects. This year we have **89** beneficiaries of the Scheme

Stage 1 helpers consist of people that have been homeless that would like to give back by helping out at one of our Projects. Since our launch in July 2018, we have had **33** helpers. Stage 2 Scheme members are those members that envision a time where they are employed by Sanctuary trust or similar organisation. Apprentices are required to achieve 6 weeks consecutive volunteer work within a Service and achieve accredited

qualifications.

The Pass it on Scheme currently has a total of **24** Scheme Apprentices

On completion of the Scheme Apprenticeship, full members will have additional responsibilities such as facilitating Reintegration Group Works, delivering Crisis Interventions and running Housing drop in. At this stage we will also look to partner with similar organisations to widen Members experience opportunities. For example, Barnardo's in Manchester have already expressed an interest in taking on Scheme members as part of their operations in Manchester. In addition, we are committed to members continued professional development. So far this year we have supported:

- ✓ **24 participants to achieve accredited qualifications**
- ✓ **33 participants to engage in volunteer work**
- ✓ **4 participants to achieve paid employment**

This is a very exciting project in the early stages of its development. We look forward to reporting on its impact for many years to come.

Case Study from Pass it on Scheme

The Scheme only launched in June 2018, so far our members have facilitated relapse prevention classes, delivered crisis intervention and worked within partner organisations helping to both relieve and prevent homelessness in Rochdale. This work has really caught the attention of our local community, so much so that last month we have received a donation of £20,000!

We have decided to use this amount to employ 3 of our most active members; Anthony McManus, Mike O'Day and Brian Duffy. Brian says, this means everything to me. It took a lot of hard work getting to this point but if I can do it everyone can. I want to help people like me achieve their dreams, then pass it on'.



Big congratulations to Mike, Tony and Brian; their story is an inspiration and we look forward to hearing all about the good work they have delivered through the Scheme going forward

John Wigley – Rochdale Area Manager

Wales

The start of the year in April 2018 was a busy one in North Wales. Such were the changes that spring, this report but for the need of brevity could potentially rival War and Peace in its total number of pages, if not its content?

As everyone is aware, we commenced initially caretaking the former ARC Projects, the diversity of which stretched from providing two drop-in services, one in Conwy and one in Denbighshire for the APB, a four bedded hostel in Penmaenmawr, a Charity shop and a Foodbank.

My own background has been largely spent in running residential units for young people in care and hostels for single males. It was very much to quote one of the founders of ARC a case of 'hitting the ground running'.

What was striking overall was the dedication and commitment shown by a small part time staff - team and large number of volunteers.

Foodbank

In September the Food bank coordinator moved on, the role being taken up by myself and the support of the former ARC Administrator. In February of this year we employed a former volunteer at the Foodbank Nancy Hughes who has made an excellent job building positive working relationships with both volunteers and colleagues and other associated agencies

At the foodbank on a daily basis two often three volunteers at one time arrive to label and pack food parcels, collect donations and deliver food parcels across the county.

The increase in demand for food parcels, especially for families has seen a huge increase through last year and is I feel no coincidence that the increase surge coincides with the roll out of U.C.

Pensarn Shop

At the shop we were fortunate in the first couple of months to acquire a much larger premises across the road, after some initial concerns around cost of overheads etc. it soon proved a huge success with a first year 'turn over' of approximately £45,000 . Not only has the shop proved to be able to 'stand on its own two feet? It has been able to provide some funds to support some of the other projects not yet able to stand alone.

Not only does the shop stand on its own two feet financially, it is proving to provide a vital resource to the local community and some where local people feel comfortable to talk over coffee and receive support and guidance.

We hope to use the Pensarn Shop as a blue print for further such enterprises.

Beit Tikva

Beit Tikva with the devotion and hard work of Lynne and Dave Mahon has been running at around 75% occupancy. Due to the high cost of the lease from Greenpastures a break even percentage of 85% is needed. The building itself is in a 'shoddy' state of repair with many plumbing systems and connections being

seemingly botched by previous tenants and owners. The level of funding and therefore support available for potential residents and the ethos of the house, makes filling voids very difficult. We have had some successful move-ons from the property which whilst pleasing, causes the financial deficit to increase while we struggle to fill the void created.

Drop-in services

With the drop-in contract with APB up for review last summer and the historical problems encountered at the Rhyl drop –in being particularly difficult, the future of the service was put in some doubt. We were however encouraged when an independent review into the service was carried out and the feedback was extremely positive, indeed ours was the only service which was highly praised. The recommendations of those conducting the review was, that there was a need for outreach support. When subsequently invitations to tender went out, it was to provide an 'outreach' only service rather than in addition to the established in- reach.

In spite of some uncertainty, it was agreed that Sanctuary and ARC would merge with existing ARC staff being TUPE over to Sanctuary.

Belgrave

For some years Belgrave Road has been running under capacity by as much as 50%.

This is due for the most part in the chasm between the support available at Holborn House and Belgrave due to the lack of funding and the stigma of the property's location.

Whilst the overheads are nothing like the amount of cost at Beit Tikva the property is currently costing the trust money.

Holborn House

After 12months as temporary Manager at Holborn House with some uncertainty of the future and some issues with our funders, Conwy Supporting People, it was decided that Derek Bond's contract would not be continued at the year end and I returned to manage Holborn House for the time being.

Holborn continues to run at 100% capacity with a few days void from time to time, whilst a resident moves on and a suitable candidate is selected to fill the void.

The Staff team, Matt, Shirley and Gareth ably assisted by casual staff members Callum and Sheryl, are continually working hard to support the residents achieve positive outcomes and increasingly provide floating support for ex residents, as and when they are in need.

Ian McNeillie
Cymru Area Manager

Legal and administrative information

Status

The company is limited by guarantee and is governed by its memorandum and articles of association. The liability of the members as set out in the articles is limited to £1.

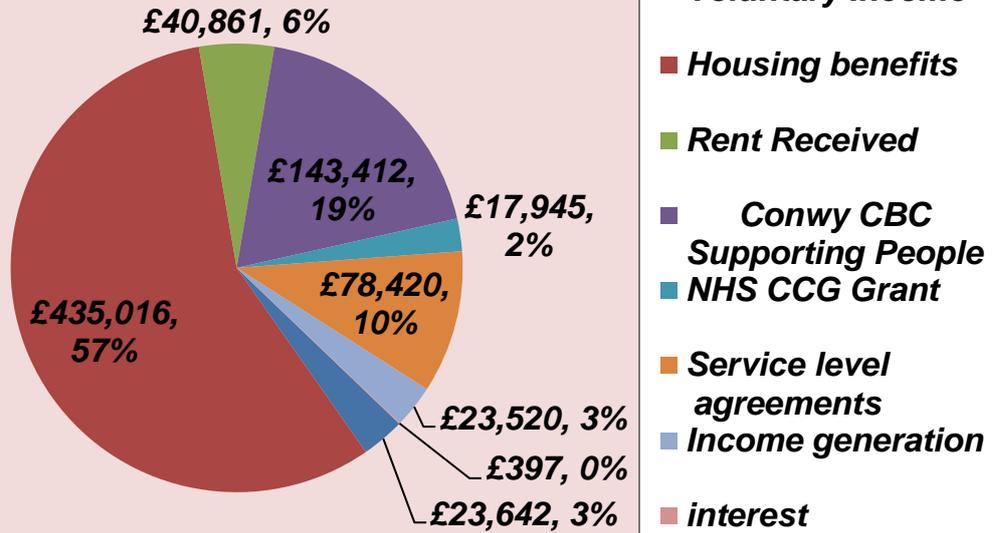
The directors of the charitable company (the charity) are its trustees for the purpose of charity law and throughout this report the titles are interchangeable.

The trustees serving throughout the year were as follows:-

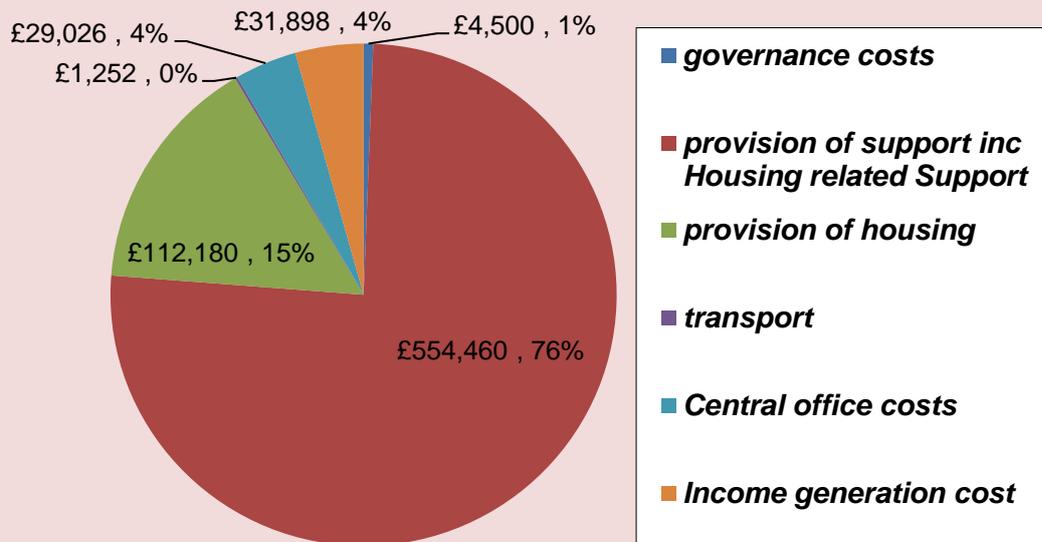
Trustees	D. Danter	C. McCann
	V. Slater	I. Johnson
	L. Mills	S. Halsall
	G Manco (resigned 19.11.18)	
Company Secretary	C. Atkinson	
CEO	D. N. Lackner-Smith	
Finance Director	R. Shaw	
Company number	2721623	
Charity number	1020295	
Registered office	Office 9 Champness Hall Drake Street Rochdale OL16 1PB	
Auditors	Wrigley Partington Sterling House 501 Middleton Road Chadderton OL9 9LY	
Bankers	National Westminster Bank PLC Town Hall Square Rochdale OL16 1LL	
Legal representatives	Peter Taylor AST Hampsons 128 Yorkshire Street Rochdale OL16 1LA	Employment Law Consultant Ellis Whittam Limited Woodhouse, Church Lane, Aldford, Chester CH3 6JD

Financial Report

INCOME £763,213



COST OF CHARITABLE ACTIVITIES £728,816



A full financial statement is available on request

Review of activities and achievements

Once again RMBC managed to come up with some short term funding for STEP to assist with extra support for clients. This meant that we were able to maintain the extra 3/4 hr in the mornings to help with engagement, and the extra cover during the evening. Also in Feb we made an agreement with RMBC to put on extra staff and to implement a bed for every night (ABEN) which meant that we took in everyone who referred even if it was sleeping on the floor.

When we set up the project, we designed it for an occupancy of 7 even though there were 10 beds. We have in times past used all the beds on some occasions but over the last year this has been a regular occurrence. We had a massive 215 clients (only 14 female) who spent a total of 3334 bed nights in the project bringing overall occupancy up to 131% (based on 7). The turn up rate was 85.6% so bookings were even higher than this.

We completed the 3rd and final year of our Reintegration work. This project supported a total of 398 homeless people to access mainstream services, reduce offending behaviour and resettle in appropriate accommodation. The reintegration project continues to impact on our practice post funding, the 21 training workshops developed as part of this project continue to be used to support the next cohort of clients. We are pleased that this investment from Lloyds Foundation continues to bear fruit.

We also completed the second of our 1 year funding(s) from the Heywood, Middleton and Rochdale Clinical Commissioning Group for a part time Crisis Worker. This project aimed to support clients to meet basic needs. For example, as a direct result of the funding 92 clients improved personal hygiene, 79 clients registered with a GP and 103 clients engaged in action planning to meet wider support needs. The Sanctuary Trust has now developed a track record of setting up and managing successful projects. We have applied to the CCG for funding of another innovative scheme and we believe that due to the success of the Crisis Project we are well placed to receive additional investment from this source and others.

This was a difficult year for the Storehouse with sales dropping and continuing vehicle costs. Towards the end of the year, the vehicle was replaced. Cost were also slightly higher this year resulting in a significant loss. (£13,000). We still feel that there is value to our work in keeping this going a bit longer and will seek to restyle the operation in the New Year but we may need to bring this to an end if it cannot be turned round quickly.

In spite of a dip at the beginning of the year, the Cornerstone project still managed to maintain an overall 95% project occupancy. We had a total of 20 clients with only 4 of the 13 move-ons being planned. However, there is still a shortage of suitable referrals.

Once again we have received an extension to the SP contract but continue to expect some further discussions concerning their expectations of future support levels. Despite a small reduction in income, a larger saving on staffing costs managed to return a significant surplus.

A difficult year again at the Belgrave Road property in terms of occupancy as it still seems difficult to get a stable group.

As mentioned last year we took on the management and running of the ARC (Action for Recovery in the Community) project after the resignation of Ruth Cole under a 6 month Service Level Agreement. This involved the Conwy Food Bank, the Charity Shop

at Pensarn, an accommodation project at Beit Tikva, Penmaenmawr, and 2 drop in Centres, one at Rhyl and one at Colwyn Bay. Part way into the agreement it was extended for a further 6 months whilst the future of ARC was discussed by their Management Committee.

After much discussion, we (Sanctuary Trust) were asked if we could take over ARC and following a due diligence appraisal and with the agreement of our Management committee it was agreed that we would do so. This involved significant planning for the future particularly for our managers and Ian McNeillie in particular taking on a new role as an Area manager, especially as the new manager at Holborn House was moving on at the year end.

Our thanks to Rochdale and Conwy Housing Benefit for allowing us reasonable cost of living rises. This is much appreciated.

Development

The incorporation of John Wigley into the management team went very well. Sanctuary Trust will continue to provide services, to vulnerable people in line with the Sanctuary Trust Mission Statement, Aims and Objectives. We will continue to improve the delivery of our services by internal and external monitoring, consultation and policy review with stakeholders, management of staff and clients and implementation of the consequent action plans through good supervisory line management. We believe that there is no quick fix and that substantial motivation and effort to restore service user self-worth is required. We are also looking to form partnership working agreements with stakeholders to strengthen and improve bids for new service contracts. Many of the Trustees have been in place for some time now and we are continually on the lookout for new members to bolster the management committee.

Plans for future periods

We are planning to create two steering groups for Greater Manchester and North Wales. These will be chaired by a member of the Management Committee and deal with local strategy. All business will be brought to the Management Committee who will now meet every other month alternative to the Steering groups.

Due to some excellent promotional work by John Wigley, we are expecting a Service Level Agreement for a joint work with Rochdale and Oldham Councils on a 1 Year Outreach project.

Also expected next year are grants/funding from The Lloyds Bank Foundation for a 3 year Crisis Coordinator post and a 3 year funding from The National Lottery Community Fund for a Pass it on Scheme (PIOS) where ex-service users who are in recovery will pass on their experiences to others who are going through similar situations.

On top of all of that, we are anticipation a renewal of the ABEN double cover work at STEP to renew into the New Year.

Ian McNeillie will create a Conwy Food Bank Steering Group. This will be supported by Guto Lewis whose excellent fundraising with Gwledd Dewi Sant helped to raise over £10,000 for the food bank this year and Guto hopes to better this amount next year.

The contracts for the Tier 2 drop in services will be up for retender and we will be tendering for these again.

We are constantly looking for ways to utilise our resources to offer pieces of work which will both take a share of the overheads and bring in a small surplus. One of these is management assistance to the Rochdale Soup Kitchen, which is being run by Marilyn Jones and our own Vida Slater. We have collaborated on a bid to CCG for a resource coordinator and although this didn't materialise last year we are still hopeful that this will still come.

We are still in discussions with Conwy SP about a possible small support contract for Belgrave Road.

Acknowledgements

ARC Communities
Bond Board
CAIS
CDT
Champness Hall
Chaplaincy - David Livermore
Conwy CBC & Supporting People Team
Conwy HOST Single Pathway
CVS Rochdale
Dave and Joyce Bargh
Ellis Whittam
Floodmedia
Glideslope / Smarter Technologies Ltd
Great Places Housing Group
Guto Lewis - Gwledd Dewi Sant
High Level
Holy Trinity C E Primary School
Holy Trinity Parish Church Littleborough
i61 Church Llandudno Junction
Jones Fishwick Housing
Lloyds Foundation
Management Committee – Trustees
Microsoft
Middleton Probation
Motiv8
Nacro Colwyn Bay
Petrus
Police
Rochdale Boroughwide Housing
Rochdale Homelessness Team
Rochdale MBC
Rochdale Probation
Rochdale Young Persons Support Team
Rochdale Youth Offending Team
Shekinah Christian Centre
St Barnabas Church Littleborough
St James' Church Littleborough
St Martin's Castleton
Staff
Stansfield Hall Primary School Littleborough
Trinity Baptist Church Bacup
Volunteers
Wrigley Partington



The Director
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OL16 1PB

The Sanctuary Trust Limited
Registered Charity Number
1020295

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3. If you are unsure whether your donations qualify for Gift Aid tax relief, ask The Sanctuary Trust Limited. Or, refer to 'donations by individuals' on the HMRC website, www.hmrc.gov.uk.
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