

Company Registration No. 00820660 (England and Wales)

Registered Charity No. 222533

Child Action Northwest

Company Limited by Guarantee

Annual Report and Consolidated Financial Statements

For the Year Ended 31 March 2016

CHILD ACTION NORTHWEST

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CHILD ACTION NORTHWEST

REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2016

Legal and administration details

Status: Child Action Northwest is a company limited by guarantee and having a share capital, registered under the Companies Act 1995. Its governing document is its Memorandum and Articles of Association.

Trustees:

| | |
|--------------------|------------------------------|
| Mr J Slater | - Chair |
| Mr A Mercer | - Vice Chair |
| Mr T Marklew | |
| Mrs N Errington | |
| Mr I Ainsworth | |
| Mr G H Fairweather | |
| Mr J Townend | |
| Miss A Ainsworth | |
| Mrs J Cottam | |
| Mrs P Hughes | - resigned 12 October 2015 |
| Mr N Walton | |
| Mr M Roche | |
| Mr J Comyn-Platt | |
| Mr P Griffin | |
| Mrs M Mayman | - appointed 14 December 2015 |
| Mr R Dickinson | - appointed 14 December 2015 |

Strategic Management Team:

| | |
|--------------------|---|
| Ms S Cotton | - Chief Executive |
| Mr A Bennett | - Operations Director Care & Accommodation Services |
| Mr M Hartley-Smith | - Business Director CANWe Solutions CIC |
| Mr M Shaw | - Finance and Business Services Director/Secretary |

Operational Management Team:

| | |
|-----------------------|---|
| Mrs N Waddilove | - Registered Manager Care & Accommodation Service |
| Mrs J Dawkin | - Head of Service Care and Accommodation |
| Mrs F Ahmed-Connaghan | - Learning and Development Manager |
| Mrs S Blundell | - Human Resources Manager |
| Vacant | - Fundraising and Partnership Manager |

Registered Office: The Homestead
Whalley Road
Wilpshire
Blackburn
BB1 9LL

Regional Office: 4b Springfield Court
Summerfield Road
Off Manchester Road
Bolton
BL3 2NT

Company Number: 00820660

Regional Office: CANWe Solutions CIC
Dixon House
Whalley Road
Wilpshire
Blackburn
BB1 9LL

**Registered
Charity Number:** 222533

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YEAR ENDED 31 MARCH 2016

Legal and administration details (continued)

Solicitors:

Forbes Solicitors
Rutherford House
4 Wellington Street (St Johns)
Blackburn
BB1 8DD

Auditors:

Moore and Smalley
Statutory Auditors
Chartered Accountants
Richard House
9 Winckley Square
Preston
PR1 3HP

CHILD ACTION NORTHWEST

REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2016

1. Structure governance and management

This is the annual report of the Trustees for Child Action Northwest for the financial year ending 31 March 2016, incorporating Child Action Northwest and its subsidiary company CANWe Solutions CIC.

Child Action Northwest (CANW) is a registered Charity and Company Limited by Guarantee and is governed by its Memorandum of Articles of Association. The members of the Committee are therefore Trustees of the Charity and Directors of the Company.

The Board of Trustees has appointed two Trustees as Director's for the CIC to represent the interests of the Charity's Trustees.

The current Trustees are listed on page 3. The Chairman and Treasurer are Honorary Officers. There is currently a vacancy for the Treasurer role. The Honorary Officers are elected each year at the Annual General Meeting. The Chairman and Treasurer are ex-officio members of the committee. One third of the remaining Trustees who are not Honorary Officers are elected annually by the members of the company. New Trustees have been appointed over the year and are undertaking an induction programme.

To facilitate their responsibilities the Trustees have agreed a rolling agenda. In addition, monthly Pre Trustees meetings are held to consider items in detail.

The board has nominated a Trustee to take the lead on Safeguarding and there are quarterly meetings with the Operational Safeguarding leads to ensure the Charity has robust safeguarding controls in place.

To further its work the Board the of Trustees has approved the establishment of a Reserves Management Group that meets quarterly to oversee the Charity's investments and any proposed service development that requires financial support.

Both the Pre-Meeting and Reserve Management meetings report back to the Trustee Board.

Strategic Directors provide a quarterly service report to the Board of Trustees, and the Business Director for the CIC provides a quarterly report on its performance.

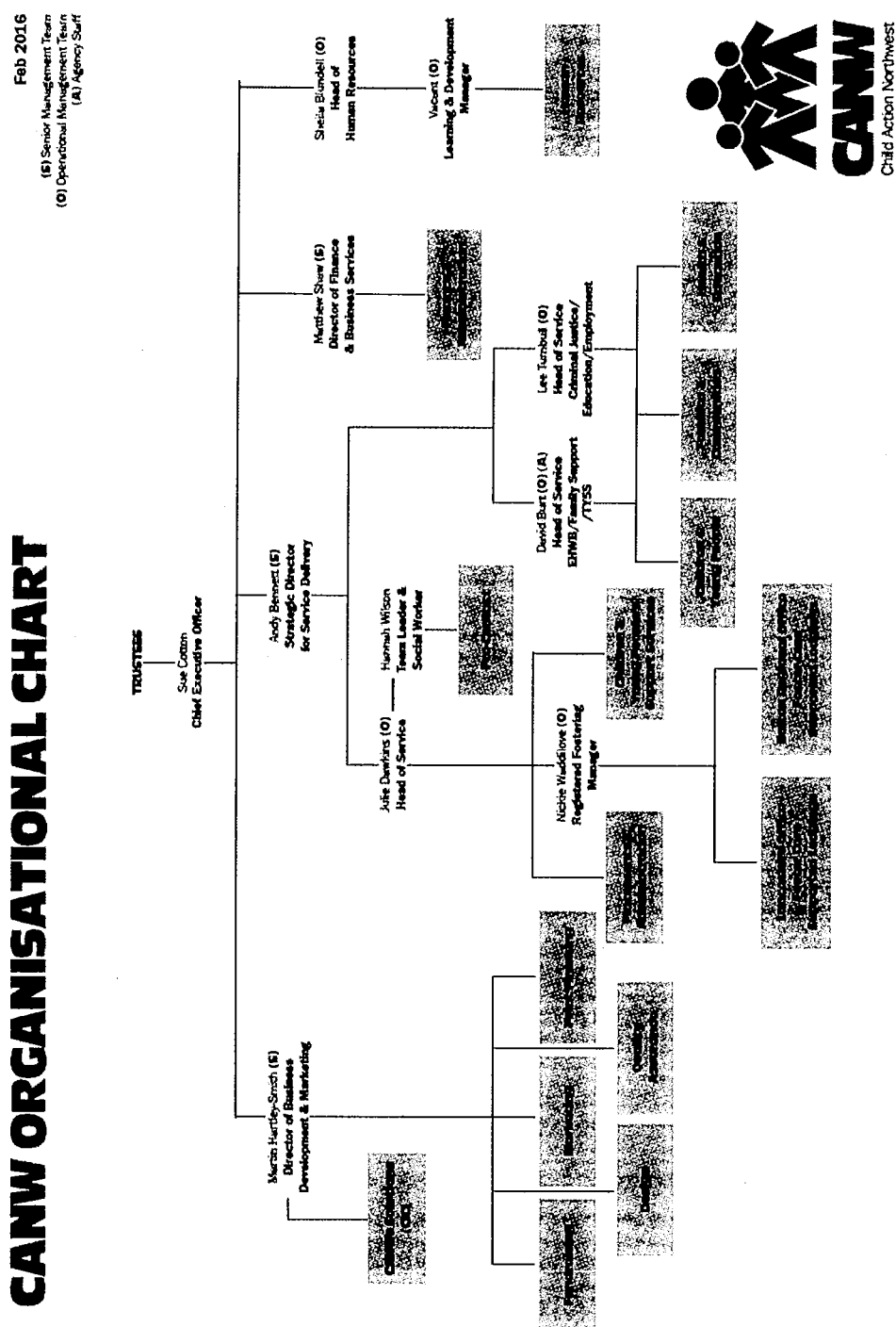
A 'Skills, Experience and Governance' audit is undertaken each year with the Board and any skill gaps in the Board are identified. This process enables the identification of any developmental needs within the board so that the appropriate training or other opportunities can be identified throughout the year; this includes an annual team building and training event. The audit also informs recruitment to the board, enabling it to be focussed on meeting any skill gaps identified. Recruitment to the Board is via advertising through various media and networks, completion of an application form and interview by the Chair with the CEO. If this stage is successful then interested members are invited to observe a Board meeting.

Newly appointed Trustees are invited to attend the CANW induction day for new staff and are provided with an information pack which includes:-

- Child Action Northwest's mission statement
- History of Child Action Northwest
- Introduction to the Charity's services
- Trustees role description
- Payment and Expenses
- Contact Details of Trustees and Managers
- Responsibilities of Trustees
- Training and Development
- Code of Conduct
- Terms of Reference for Pre Trustees Meeting and Reserves Management Meeting
- Fundraising (Creative Partnerships)

YEAR ENDED 31 MARCH 2016

The organisational structure chart is provided below:



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The major risks to which the charity is exposed have been reviewed and the trustees are confident that adequate systems and procedures have been established to manage such risks.

The Board review and agree to the strategic and business plan of Child Action Northwest and during the year the Board of Trustees, along with the Chief Executive, review the strategic direction of the Charity, taking into account the type of risk faced by it and the likelihood that risks may materialise. The operational and financial risks, once assessed, are monitored through a number of internal management systems including monthly senior managers meetings, pre trustees meetings and quarterly reserves management meetings. A scheme of delegation is in place to ensure clarity in the decision making process.

The pay of the Chief Executive is set by the Board and reviewed on an annual basis. It is benchmarked against the NJC (National Joint Council) payscales. The Chair of the Board meets regularly with the CEO, to undertake appraisal and to monitor objectives set by the Board. A closed meeting is held annually by the Board to review the performance of the CEO against these objectives. The pay of the Senior Management team is also reviewed against the NJC payscale, the CEO undertakes an annual appraisal and regular supervision of the Management Team and discusses performance of the operational team with the Chair.

An annual stakeholder event is held where the trustees and staff have the opportunity to meet a wide range of stakeholders including other charities and organisations who have an interest in Child Action Northwest. In addition the operational managers are involved in a number of strategic planning groups across the region where there is an opportunity to contribute to developments that will be positive for its beneficiaries. A number of partnership arrangements are in place, supported by a Memorandum of Understanding, where direct services are delivered in line with the charitable objects.

2. Objectives and activities

Child Action Northwest operates in the North West of England predominantly in Lancashire, Greater Manchester and surrounding area and provides a broad range of services to support Children, Families and Vulnerable adults in the Criminal Justice service.

The charitable objects of Child Action Northwest are:

- To relieve, support, assist, counsel or otherwise benefit children and young persons and the parents of such children and young persons who are in need of care and attention including (but not limited to) children and young persons involved in the provision of care for others
- To relieve, support, assist, counsel or otherwise benefit children and young persons who are disabled and in need of care and attention and the parents of such children and young persons.
- To relieve, support, assist, counsel or otherwise benefit children and young persons who have learning difficulties and the parents of such children and young persons
- To provide support, care and supervision for young persons and for mentally disordered or otherwise mentally vulnerable persons of any age arrested or being questioned by the police or any other prosecuting authority, remanded on bail by the police or a court or otherwise at risk of being remanded in custody including but not limited to be operation of a service providing appropriate adults to accompany such persons where provided for by law.

Further to the objects Child Action Northwest is able to;

- Provide or assist in the provision of appropriate schooling and tuition and training for employment
- Promote, organise and otherwise be involved in the provision of foster care to children and young persons.

In pursuance of these objects CANW provides a range of services under the following headings:

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- **Care & Accommodation** – Provide Foster Care and Supported Lodgings placements for children and young people who are unable to live within their own family network and support contact arrangements for children whose families are separating.
- **Targeted Early Support and Specialist Services (TESSS)** – Provide a range of services in the community to support children, young people and families in partnership with a number of organisations including Schools, Youth Offending Teams, Local Authority Children's Services, Health and the Police.
- **Central Support Services** – Supply Finance, Administration, Human Resource, Marketing and Business Development, Training and Development Services for staff, carers and volunteers, training for partner organisations, and Corporate Partnership and Fundraising to support the charity's work.

Our Mission, Vision and Value statements drive our work, we are ambitious for the children and families we work with and look beyond the obvious to understand and provide the support they need to reach their potential.

Mission

Inspiring lives and changing futures through the services we deliver and the values we hold.

Vision

Children, Families and Young People becoming who they aspire to be and succeeding in their hopes and ambitions.

Values

| | |
|----------|-------------------------------|
| Equality | Responsibility |
| Respect | Accessibility |
| Ambition | Working Together for children |

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities.

The Charity's Memorandum and Articles of Association permits the Board of Trustees to make financial investments of funds not immediately required for meeting the objectives of the organisation.

These funds are placed in investments, securities or property as may be thought appropriate, subject to any legal requirements. The Charity's investments have been acquired in accordance with this power.

The Charity has agreed 6 key objectives as part of a strategic plan to continue to support and invest in service delivery, staff, and business development models. The plan considered 6 key areas of the Charity's development:

- the growth, retention and development of the services offered
- robust financial analysis and information
- investment in the skills and development of our staff and volunteers
- continued partnership development
- investment in information management systems and quality assurance,
- ensuring our participation, engagement and governance processes are robust.

The Community Interest Company (CIC) is a trading arm of CANW whose surpluses are gift aided to the Charity to support its charitable work. This year has been a period of consolidation for the CIC following a period of change and refocus.

At Child Action Northwest we recognise that our dedicated staff and volunteers are our most valuable asset. As at 31 March 2016 we employed a total of 75 permanent staff members and 67 sessional workers, bringing the total workforce of the Charity to 142 staff.

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We have continued to recruit and develop our work with volunteers and at the end of March 2016 we had 67 volunteers registered and active within 8 different services areas in CANW, including Trustees. This amounts to a recorded total of **6818** volunteer hours from April 2015 – March 2016. If this contribution is equated to pay at the minimum wage of £7.20 per hour the financial value of this support to CANW is **£49,090**.

In order to meet its objectives Child Action Northwest set an ambitious business plan with a number of key considerations. In recognition of the economic environment the Board agreed that a deficit budget could be set to provide beneficiaries with the opportunity to continue to receive our services.

- Ensure that all of our services contribute to real and positive change with the children and families we work with; growing potential and helping individuals make a positive future by listening to what they have to say and measuring change.
- Continue to grow and retain key services in which we have developed a sound base and successful delivery such as Fostering, Emotional Health and Wellbeing, Family Support, Criminal Justice Services, Targeted Youth Support and Support into Employment and Education.
- Where appropriate with existing services develop and implement innovative and creative models of service delivery to reduce delivery costs, whilst maintaining overall quality of service and outcomes achieved for our beneficiaries. Review and improve our systems, delivery models, and processes to identify efficiencies and savings as a counter measure to austerity cuts.
- Identify and develop in partnership with commissioners and partners innovative approaches to addressing unmet need and ensure that the children and families using our services will receive the best quality services possible and extend our services into new geographical areas.
- Continue to ensure the financial stability of the charity, invest in the development and growth of our services and ensure we have the tools in place to allow us to effectively manage new funding streams such as Payment by Results. Focus on developing mixed and sustainable sources of income.
- Continue to ensure that the experience and views of those who use our services are central to any new developments and ensure we work closely with all our partners and stakeholders.
- Complete our rebrand, ensuring that the values and ethos of the Charity are clearly stated and drive the approach to the delivery of services of its beneficiaries.
- Focus upon the well-being and development of our staff, volunteers and carers to help us to meet and achieve our organisational goals and make Child Action Northwest a positive and supportive working environment.
- Evidence the impact of the organisation and its services for beneficiaries and all stakeholders.

3. Achievements and performance

Child Action Northwest has continued to provide a wide range of services that have had significant positive outcomes for and impact on its beneficiaries. We have been successful in continuing to grow and develop services across the North West region and have introduced the use of a data base system, VIEWS that helps us to measure the work we do. We have continued to develop our participation agenda ensuring that young people are involved in the development of the Charity and through the development of the Investing in Children quality framework we have external verification of our work in this area.

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We have supported the development of a number of service areas, notably Emotional Health and Wellbeing, Talent Match and Family Support to ensure that beneficiaries receive high quality provision to help them make the changes they hope for.

We have continued to invest in our commitment to volunteers and have developed a new volunteer offer within our Criminal Justice and Family Support services.

We have worked closely with our Staff Forum to ensure we focus upon the wellbeing and development of our staff, volunteers and carers and have developed our Staff Charter, Two Ticks commitment and introduced a suggestions and comments system across the Charity.

We have developed our business development team to ensure that we are able to promote clearly our charitable aims and objectives and broaden our income streams.

We have developed our partnership arrangements and held a stakeholder event in October and have representatives sitting on a number of strategic boards across the region.

The Learning and Development manager retired during the year but we have retained our focus on staff development and have continued to provide a broad range of training opportunities and developed our partnership with Salford University, introducing a new programme for students to study our historical records with a view to developing an understanding of social policy and practice developments.

We have restructured our Human Resources team to include the volunteering and learning and development function and have introduced an audit function.

The services have continued to develop and work with a broad range of beneficiaries. We have seen some reduction in income, particularly within Care and Accommodation where there has been a significant reduction in supported lodging placements and some reduction in foster placements. In addition we have seen the impact of payment by results deferred payment on services including Emotional Health and Wellbeing, Talent Match and Troubled Families.

3.1. Care and Accommodation

The Care and Accommodation service comprises of a registered fostering service, supported lodging provision, a supervised contact service and commissioned support to foster carers in Cumbria. The foster care service is delivered across the 22 local authorities in the North West of England and works in accordance with the Fostering Service Regulations 2011 and National Minimum Standards for foster care. The service was inspected by Ofsted in 2015 and was judged as 'Requiring Improvement', however the report did acknowledge the positive engagement of children and young people within the service and noted that children and young people were achieving positive outcomes and receiving positive support. Although the outcome was disappointing it provided an invaluable oversight of the vulnerabilities and strengths of the service and an improvement plan has been put in place which is progressing well.

The primary focus over the year has been responding to the requirements of Ofsted and ensuring that the service could demonstrate that it had met all of its requirements. This was achieved within the required timescale and the service is now working hard to ensure it regains its previous 'Outstanding status.

The service has been restructured over the year and a Head of Service post introduced. The holder is responsible for improving the quality, outcomes and development of the service.

The service has approved 5 families over the year, two of these were re-assessments of existing foster carers, whose situation had changed and 3 were new enquiries. The total number of families who ceased to foster during the period was 8, this includes 5 families retiring from the fostering role, 2 carers who indicated wish to retire but did not confirm, and one carer transferring to the local authority. The overall impact is a reduction in available foster carers over the year to 56 carers from 61 the previous year and the service is now able to offer 78 possible placements reduced from a possible 84 the previous year.

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In view of this a strategy has been developed to consolidate and improve CANW's recruitment and retention. The 1200 lights event, including local school choirs, was held in Blackburn Cathedral during the year to raise awareness of the need to recruit an additional 1200 foster carers across the region and a number of iconic North West buildings turned off their lights to highlight the need. The service is planning to build upon this message over the next year with recordings by foster children, staff, carers and schools being promoted to highlight the shortage of carers. The impact of this event is intended to have a positive effect on the opportunities for children being placed in safe and caring foster homes.

Key outcomes

- Attendance in school is excellent and is over 96% for the majority of LAC with very little unauthorised absence.
- 100% of children placed were registered with GP's and dentists.
- 5% unplanned disruption. Placement stability has remained consistent with three young people approaching 18 years, who will have been living with their fostering families for 10 years in 2016.
- 98% of eligible young people were in Education at 31st March 2015 (1 young person receiving online educational support).
- 100% of young people leaving Year 11 in 2015 went on to further education or training
- 100% of social workers who provided feedback for the carers annual report process were happy with the care provided to the young person placed.
- 98% of Foster Carers who completed an Ofsted annual survey agree that Children are involved in decisions made about their care and support.

An independent reviewing officer "I am impressed with this agency. The support is really good for the child and the carers which has resulted in significant progress. The child's best interests are clearly at the heart of all they do."

"Excellent placement provision provided and A is thriving in his placement. Foster carers are very knowledgeable and skilled and are doing a fantastic job which the local authority recognise and commend."

3.2. Supported Lodgings

The CANW Supported Lodgings contracts with Rochdale and Lancashire ended in 2015. Whilst CANW has been successfully placed on the White Rose Framework, it has proved difficult to respond to referrals due to location of existing hosts. Recruitment is planned in the Yorkshire region to address this issue.

Over the year the supported lodgings service received 61 placement requests and made 4 placements with Supported Lodging hosts. The total number of host householders available as of 31 March 2016 was 10 and 2 placements were occupied.

There were a number of key outcomes for the young people placed.

- Of the 2 young people placed at 31 March 2016 – both were in education, training or employment
- both were registered with a GP
- both were registered with a dentist

"B has now moved on but it has filled us with pride in which the way B has grown in confidence and has become self supportive. We still meet up with B regularly and the experience for us both has been very successful and rewarding." (SL hosts)

"I was 16 when I came to live here and a bit scared. I couldn't live with my family due to my father's death and my unacceptable behaviour to my mum and rest of family. I haven't always been good here but K gives me chances." (young person)

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3.3. Cumbria advice and mediation

The service was re-commissioned this year to provide advice and mediation services to foster carers approved by Cumbria County Council. Take up of the service has improved and this is the result of improved links with key staff within the County and attendance by CANW managers at foster carer meetings across Cumbria. Over the year the service has provided direct support to 12 foster carers who were the subject of either an accusation investigation or complaint. A training programme has been developed during the year and 51 foster carers have attended training delivered by the service.

Delivery hours have increased during the year 1st April 2015- 31st March 2016 as two specific cases have warranted a great deal of support and remain open to the service.

"Without CANW, I don't think we would have come to a satisfactory conclusion. CANW interpreted for us things that we may not have understood by ourselves." (Foster carer)

"CANW always go the extra mile." (Commissioner, Cumbria)

3.4. Pro-contact

Pro-Contact supports separated families by providing contact and support services. Family conflict is damaging to children so Pro-Contact supports families who are separated to find an arrangement that balances the benefit of parent-child contact with any risk of harm. Pro-Contact provides child contact interventions for families where there are risk issues or where parents are in conflict about contact. Pro-Contact provides support to families and children in three key areas:

- Contact - providing a safe space for contact between children and their parents or family members.
- Parent Support Sessions - helping parents understand the impact of conflict and how to put their children first.
- Preparation for contact - supporting children and parents to remove obstacles to contact and supporting guidance where there has been a gap in contact.

Key outputs and outcomes achieved over the last year

Over the past year Pro-Contact has supported 250 families.

- * 65 families through Cafcass, Child Contact Interventions
- * 170 parents through Cafcass, Separated Parents Information Programme
- * 60 families through Support Contact Service and Supported Handover Service
- * 76 Free counselling hours for parents
- * 45 Free parent support sessions

The Separated Parents Information Programme has helped 82% of parents who attended to improve their understanding of the impact of parental conflict on children, helping them understand what children need following parental separation and to consider better communication with their children's other parent.

100% of Cafcass referrers agreed that Pro-Contact achieved the referral aims, communicated well and met all the requirements of the referral.

94% of parents were satisfied with their experience of being supported by Pro-Contact.

91% of parents agreed to complete a Parenting Plan and to access online parenting support resources whilst attending sessions with Pro-Contact. Parenting Plans allow families to think about longer-term benefits of positive behaviour choices on their children and their family.

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Feedback from families and commissioners demonstrates the positive impact the service has;

"Pro-Contact bent over backwards for me and my family. I am happy with the outcome. Would recommend."
Parent

"Pro-Contact went above and beyond and supported the whole case. Helped with thinking through the all of the issues." (Cafcass, Family Court Advisor)

3.5. Targeted Early Support and Specialist Services (TESS)

TESS services provide support to children, families and communities across Blackburn, Lancashire and Greater Manchester. A wide range of services are provided including Emotional Health and Wellbeing, Family Support, Youth Justice, Targeted Youth Support, and support in Employment and Education. The service is delivered under management of a Strategic Director, with Service Managers based in the localities.

The service raises income primarily through providing commissioned services on behalf of the Local Authority and some grant funding.

Between 1 April 2014 and 31 March 2016 the following services were provided:

3.6. Young Carers

This service is commissioned by Blackburn with Darwen Borough Council. The majority of referrals are in relation to parents or siblings affected by mental health as a primary issue often compounded by a physical disability. The project supports young people who are helping family members by providing respite and activities as well as emotional support and advocacy, with the aim of reducing the caring role for the child and enabling them to be a child and build resilience.

The young carers themselves are key drivers of the service and their participation in decision making and the direction of the project is one of its strengths. The service achieved Investing in Children Status again this year, with the inspector commenting on how obvious it was that the children had a voice.

Over the past 12 months 148 young carers have been involved with the service, which has extended its reach to 19-24 year olds in line with changes in legislation. The Young Adult Carers Service, in partnership with Adult Carers Service has developed over the past 6 months, including a pop-up roadshow launch event. Groups have been established and referrals are increasing. Young Adult Carers have been able to access free massages and relaxation, wellbeing sessions, group work and social trips out to the cinema for example. The service offers an exciting range of activities for Young Carers which this year has included a residential trip to Borwick Hall in Carnforth as requested by YCs, the Art Garden project and other exciting mini projects. The highlight of the year for our Young Carers was a chauffeur driven limo Christmas party night out at Papa's American Diner with lots of Christmas presents.

The Young Carers are proud to be part of a service which is peer led, supportive and understanding. Many comment that they feel misunderstood in society but understood as part of our YC community.

Feedback from YCs this year has been very positive. In recent consultations they have described the project as 'fun' and 'fantastic' with 'helpful and kind staff'.

3.7. Emotional Health and Well Being Services

A number of services are delivered under the umbrella of Emotional Health and Well Being Services, the primary delivery being against the Lancashire County Council Prevention and Early Help Commission. This service is delivered to children and young people in education with mental health difficulties requiring a therapeutic intervention in the form of Play Therapy, one to one counselling or group work support. This service is provided across Lancaster, Fylde, Wyre, Preston, Chorley, South Ribble, West Lancashire. In addition a

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number of other services are delivered to support children who are experiencing emotional and mental health difficulties:

- Ribble Valley Service – Counselling service offered to children, young people and adults who are experiencing emotional difficulties, low level mental health problems.
- School Commissioned Services – Schools that specifically request a package of support that runs through the academic year. These packages can range from a rolling programme of one child receiving support in school at any one time to a full days counselling service in school.
- IAPT (Improving Access to Psychological Therapies) – This is a service run in conjunction with the East Lancashire Clinical Commissioning Group to deliver therapeutic interventions to people age 16+ in the Ribble Valley District.
- Think Family Programme – Therapeutic Group work offered to parents in Blackburn with Darwen with identified emotional needs that impact on day to day life.
- GIFTS – Group Intervention for Therapeutic Support – Bereavement group work for children.

Across the service areas above a total of 927 children have received support from Child Action Northwest. Of those children 51% are aged between 5-11 years old, 42% 12-17 years and 7% above the age of 18 years old. In addition the service has provided 544 'drop in' sessions across a number of schools and on average 15 pupils per week have attended these sessions during term time.

The service has achieved 100% successful outcome achievement of children whose referral has progressed within the prevention and early help commission. For those children who received support through play therapy 96% of children stated that they enjoyed the sessions 'a lot' and 4% 'a little'.

The service has impacted positively on those receiving support reflected in the feedback received and has helped children relate better in the school setting and enabled families understand and address some of the problems they experience.

- *Knowing that I wasn't the only one having some issues and I could relate certain things to different people. I now understand more about myself then I did before.*
- *Getting space and time to talk about my issues and being able to breakdown without feeling stupid or judged. Knowing I had the sessions was reassuring and the advice and support I received was exactly what I needed."*

3.8. Familywise

The Familywise service is a well-established and bespoke family support service which promotes a "whole family approach" to supporting children, young people and families in their local communities. Practitioners have many different areas of expertise and specialism and as a whole are able to provide a solution focused approach which enables families to recognise their own strengths and build upon these, practitioners facilitate discussion and build or strengthen relationships within families. By offering person centred approaches the family are able to implement and maintain positive changes and have a 'toolkit' to use once the intervention is completed, empowering parents to sustain positive change. Families are encouraged to complete a Family Outcome star at the start of the intervention this enables family members to identify their strengths and to review this again at the end of the intervention, this shows distance travelled and enables the family to identify the changes they have made that are important to them as a family.

Outputs and outcomes

- 188 families received support
- 145 children received 1-1 interventions alongside family support
- 1368 family intervention hours
- 858 drop in hours
- 20 groups facilitated

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- 2249 children seen in drop in session
- Children/YP seeking support in drop in sessions for:
 - General support-197
 - Self Esteem-443
 - Health-17
 - Anger-10
 - Home-207
 - School issues-172
 - Friendship-164

The feedback received from school staff and children highlights the impact of the service

"So much work and effort has gone into this case and it shows in the progress made within school and at home."

"...happy, because it made me feel happy, it helped my confidence level and talking to people"

3.9. Troubled Families Programme

The Troubled Families Programme is a UK Government scheme under the Department for Communities and Local Government with the stated aim of helping troubled families turn their lives around.

Child Action Northwest received referrals for 21 families who met the criteria during the period and achieved 15 positive outcomes where improvements were achieved around school attendance, reducing anti-social behaviour and improved access to education, employment and training, reducing incidents of domestic abuse, and the impact on adults and children, improvements to physical and emotional health and wellbeing of children and adults within the family.

3.10. Targeted Youth Support

This service is commissioned by Lancashire County Council across Preston, Chorley, West Lancashire and South Ribble. It is delivered as part of a partnership arrangement between Child Action Northwest, Newground CIC and YMCA. Over the last year we have been successful in exceeding our target and have supported a total of 146 young people against a yearly target of 133.

Referrals are made directly from the Schools and Colleges for all four districts We have supported young people in a broad range of areas: sexual abuse, physical abuse, bullying, friendship issues, domestic violence, appropriate relationships, school and attendance issues, anger management, sexuality, bereavement, counselling, low self-esteem and issues with body image, grooming and sexual exploitation, family issues, mental health issues, anti-social behaviour, medical issues. We have also on many occasions worked with and supported the parents' of the young people to enable them to understand their issues and how they can continue with the support that we offer in the home environment.

We have received positive feedback from the young people we have supported and the teen stars show an improvement in distance travelled by the end of the intervention.

"Glad it all went so well and the end results are fantastic...well done." (disability manager)

3.11. Advocacy, Mentoring and Befriending

The Advocacy service is a statutory service that is commissioned by Blackburn with Darwen Local Authority primarily for Looked After Children and young people on Child Protection Plans. It is an issues based Advocacy service and the terms of the commission state we should be supporting 18 young people at any given time.

Some of the issues we are currently supporting young people with:

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- Placements – unhappy with current placement / placement move
- PLO court proceedings
- Complaints
- Care plans
- Contact arrangements with family members
- Education
- Support to attend review meetings
- Housing

The Mentoring & Befriending Service is commissioned by Blackburn with Darwen Local Authority to provide 1:1 support to children & young people (between the ages of 10 – 17) in the area. We accept referrals for Looked after Children, young people on child protection plans, children in need and those on Common Assessment Framework plans and working with Supporting Families. If capacity allows, we also accept referrals from other Child Action Northwest services where the young person doesn't have a social worker (Familywise, Young Carers and Criminal Justice).

The main aims of the service are to enhance confidence, self-esteem and social skills. This may involve volunteers engaging young people in new social activities and networks, encouraging or offering support. Each young person has their own personal development plan. We also offer a minimum of one group session per month (using the Awards for All grant achieved in January 2015), the groups provide new experiences and the chance for young people to develop friendships within the group.

Independent Visitors is also a statutory service where a volunteer befriends and spends time with a child or young person in local authority care. An Independent Visitor (IV) is someone reliable and consistent who will visit a looked after child or young person who has limited or no family contact. They will be someone independent for the young person to speak to and sometimes engage in activities. The relationship is on an open-ended basis for as long as both parties want it to continue. We currently have one young person matched with an IV and one on the waiting list whilst we recruit an IV who lives in the local area. Most of the looked after children are referred to the Mentoring & Befriending service at the moment.

Advocacy Quotes:

"I feel protected when you come to meetings with me as I know that you will make sure that I know my rights and won't let people make decisions that affect me without me having my say about them - you make people listen to what I say."

Mentoring Quotes:

"I really like Amy (mentor), she comes to see me every week and I can talk to her about anything." (Young person when asked how the sessions are going with her mentor)

3.12. Youth Justice

We provide a number of different projects within CANW's Youth Justice Service. The Service consists of both statutory and voluntary services across the Pan Lancashire District and Greater Manchester. The service works closely with a number of statutory agencies, including the police and Youth Offending Teams to ensure the delivery of a high quality service.

Appropriate Adults

This service has grown over the last 12 months and is now provided across 7 Authorities: Blackburn with Darwen, Blackpool, Lancashire, Wigan, Bolton, with Central Manchester and Longsight commissioning the service from January 2016. The service is provided in accordance with the 1984 (PACE) Police and Criminal Evidence Act to ensure the rights of the young people and adults are safeguarded and promoted within the custody setting. This service is provided 365 days a year.

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The service had 2767 people referred over the 12 month period, of these 1,360 were young people between the ages of 10 – 17 and 1,407 were vulnerable adults. In addition to its statutory responsibilities the service ensures that all people are safeguarded and referrals are made into appropriate services if a need is identified.

Triage

This service provides Triage screening to all young people across the whole Lancashire area, where the level of seriousness of offence would allow them to be considered for alternatives to criminal justice disposal provided that there is an admission of guilt. The number of young people who are eligible to be triaged away/out from the formal criminal justice system and in need of Community Reparation was 606 in the period from 15-March 2016. The service delivered an additional 106 episodes of Triage support against a commissioned figure of 500.

The service is delivered in the local community and is successful in building links within the community and allowing the young people to put something back in to their own area. The impact on the young people is in the diversion from the criminal justice system and not adversely affecting their life chances as the quote below demonstrates.

"I feel an absolute fool for being caught with a small amount of cannabis especially when I know that having a criminal record would have affected my career path with attending university studying medicine. I certainly won't be repeating that again."

The service has a significant impact by diverting young people away from criminal activity and reducing the cost to society.

"Penwortham Town Council are delighted to be associated with Child Action Northwest and believe the work being carried out not only helps the youngsters involved but also gives a great deal back to the local community. Here in Penwortham the works have included tending to flowerbeds, helping gardening works at the cemetery, painting fences, even helping out with repair works and painting at a local community centre.... this can only be described as a win win situation for everyone involved and Penwortham Town Council are proud to be involved."

Statutory Reparation

This service is commissioned by Blackburn with Darwen. Its aim is to improve work with young people in the community through a multi-agency approach whereby agencies work in partnership to deliver an integrated service. Young people who offend are systematically assessed, helped and directed to change their behaviour, appropriately punished and encouraged to make amends to the victims of their crimes. One of the ways in which young people can make amends is to carry out reparation either directly to the victim or, when this is not possible or practical, to the community as a whole. Over the year 61 young people were referred into the programme.

The impact of the service is that young people develop more understanding of how their offending has affected others and the service reduces re-offending rates. The reparation work directly benefits local communities.

Within the year a small pilot programme has been operating within the Blackburn with Darwen commission, Unpaid Work as a court disposal, 5 young people have accessed this scheme. One of the young people was successful in gaining paid work directly related to the experience he gained on this scheme.

This year the service has gained the Investing in Children award and has increased the participation and involvement of young people engaged in the service.

3.13. Talent Match

This is a training and employment investment programme working with difficult and hard-to-reach 18-24 year olds from disadvantaged areas of Salford. The programme targets young people who are furthest from the

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labour market, including those who are completely outside of the benefits, work and training system and facing severe barriers to gaining the skills they need to get into work.

The service works intensively with each young person, considering their strengths as well as needs, exploring new ways to help them remove barriers to success. The service provides support that focuses on the root cause of the disadvantages that keep young people entrenched in worklessness, enabling them to develop realistic pathways into meaningful employment or enterprise.

No. of young people worked with x 10

4 Young people have entered into, and sustained employment

6 have improved their skills and confidence and despite a range of barriers have made positive progression to towards becoming work ready.

Members of the 'Youth Panel' conducted interviews with service users to evaluate the support offered by the 'Talent Coach', which was assessed as 'excellent'

"The help I have had from Anita is outstanding. She helped me get an interview. She worked with me on my communication issues which made me feel more confident."

Real Lives School Health intervention

This service was commissioned by Salford CCG Innovation fund, the pilot programme provided a 'whole family' approach to support families whose children are identified by schools as being 'at risk' and exhibiting early signs of behaviour which could have a negative impact on their future.

The project embraces the concept of intervening early; adopting a holistic approach to identify strengths and areas of need. We support young people and their families to identify positive networks of peers and supporters, and develop new strategies to manage behaviours and rise to new challenges

No. of young people accessing programme x 15 (aged 10/11 years)

Young people have shown improvement in:

- Managing feeling
- Improved behaviour
- Confidence & self-esteem
- Improved relationships (Family & friends)
- Families have improved knowledge and an uplift in engagement with external support services; Library workshops, holiday clubs, community centres, youth activities, financial advice, food banks

The feedback from schools demonstrates the positive impact of the service

The year 6 teacher commented on positive behaviour; saying that three boys who are engaging with the key worker have really settled down in this new academic year, one boy has had no detentions at all and the others have only had one and she stated this is a real difference and positive for them all.

Peel Hall Primary School

3.14. Fundraising

The business development team have been without a dedicated fundraiser since the backend of September 2015. During the interim 6-month period, this work has been picked up by Martin Hartley-Smith (MHS). A new fundraiser has since been appointed (Natasha Houghton) who will join the organisation on the 16th May 2016.

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Even with the departure of Nicola Terry the service has still managed to generate an income of £102,462 this would obviously have been higher if a full time fundraiser had been in post. The hold-up in recruiting to the post straight away was due to the business development department being re-modelled.

Income Breakdown

Donations & Grants

| | |
|-----------------------------|----------------|
| General Donations | £9,875 |
| Donations Young Carers | £1,446 |
| Donations Youth Justice | £1,641 |
| Donations Foster Care | £6,497 |
| Donations Pro Contact | £166 |
| Donations Adv/Mentoring | £3,250 |
| Raised in the Ribble Valley | £34,424 |
| Grants & Trusts | £19,339 |
| Total | £76,638 |

Fundraising & Events

| | |
|-------------------------|----------------|
| Just Giving/Sponsorship | £17,484 |
| Unity Lottery | £314 |
| 1200 Lights | £1,763 |
| Merchandise sales | £153 |
| Pound Day | £3,233 |
| Talks | £1,377 |
| Orphanage Cup 2015 | £1,500 |
| Total | £25,824 |

Organisational events in 2015-16

- **Manchester 10k runs**
- **Annual Pound Day**
- **1200 Lights campaign**
- **Lancashire and Cumbria Family Justice Challenge**
- **Orphanage Cup**

3.15. Community Interest Company, CANWe Solutions.

Introduction

The CIC has maintained a positive direction of securing and winning new amounts of funding, developing new delivery models in partnership with commissioners, especially around our Street-reach town centre delivery. The on-going work of the MEAM project is delivering good outcomes, being able to evidence to our funders that it is having sustained levels of impact with its cohort, delivering good value for money by reducing costs to the criminal justice system, health, A&E attendances and policing resources.

The departure of the Design and Print Manager gave the CIC the opportunity to restructure how design and marketing support were being delivered to its client base. The decision was taken to reduce the design service and re-allocate resources to the charity to develop a co-ordinated Business Development Department, which housed marketing, fundraising and design support under one team.

This offered the charity an improved return on investment by being more proactive in supporting the charity's business development need, which would yield better financial returns than offered by the CIC's design service. This work was completed by October 2016, which is why there is a drop in the level of income and profitability of the design service compared to the budget. Whilst staffing costs were drastically reduced, expenditure against existing delivery contract were incurred.

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MEAM Project

Overview

MEAM in Blackburn with Darwen has been operational since late June 2014 and is a delivery partnership between members of the Families Health and Wellbeing Consortia - Child Action Northwest, Lancashire Women's Centre and Fast4ard. During this period the partnership has quickly assimilated.

What we know from our collective operational experience is the engagement of vulnerable adults experiencing multiple needs and exclusions is complex and many of the worst clusters of need stem from difficult life transitions, which translate in later life as deep rooted issues of functioning and hindered development.

MEAM Client base

The MEAM population in Blackburn with Darwen is estimated at 5% of the 500 HMO bed spaces in existence in the locality, which equates to 25, and although small in number, this group imposes disproportionate costs on local government, policing, A&E, health, housing and society as a whole.

Between 2015 and 2016 the project worked with 19 male clients (69%) and 9 (31%) female clients. This was a similar gender distribution as the National Pilots.

- 47% of males and 77% of females recorded needs in all four areas; housing, mental health, substance misuse and offending. As such 57% of the overall sample, experienced needs in all four areas, higher than the national pilots at 43%.
- The average age for males was 35 years across a range of between 20 and 55 years. For females, the average age was lower at 27 years with a narrower range from 20-36 years.
- 94% of males had criminal convictions and 47% had served custodial sentences.
- 16% of males were on Probation.
- 89% of females were engaged in offending behaviour with 22% identified as prolific offenders.

Evidence & Impact

There is a strong evidence base that the MEAM approach in Blackburn with Darwen is effective in improving outcomes for the target group and reducing demand on public sector costs. The project shows considerable evidence of the impact of working with clients in a person-centred way to address their needs in terms of going to where the client is at, establishing trust, engaging clients with low motivation, developing that motivation, and developing a sense of mutual responsibility and accountability between worker and client.

- Arrests reduced from **56 to 35**
- Attendance at the Magistrates Court reduced from **39 to 36**
- Nights in custody from **34 to 26**
- Visits to A&E reduced from **180 to 65**
- Hospital admissions reduced from **45 to 24**
- Hospital night stays reduced from **7125 to 5985**
- Significant reduction in time spent sleeping rough

The independent evaluation used the return on investment calculation model developed for the National Evaluations Pilot of MEAM nationally. There is a full breakdown of cost saving calculations in the full MEAM evaluation report.

| | |
|---------------------|-----------------|
| • Criminal Justice | £25,122 |
| • Health | £69,974 |
| • Housing | £20,984 |
| Total ROI of | £116,080 |

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Street-Reach (Town Centre delivery)

Street-reach is a new project in Blackburn with Darwen in partnership between the public, voluntary and private sectors which was developed in direct response to the presenting issues in the town centre locality, which were negatively impacting on the public, local businesses and the collective economic prosperity of the borough as a whole.

Following a number of street-based intelligence gathering exercises a number of specific issues were identified involving a wide age range of vulnerable young people and adults who were engaged in open alcohol and drug use - mainly cannabis and New Psychoactive Substances, street begging and/or people presenting as homeless or with unstable accommodation.

Project Delivery Model

The Street Reach project operates a flexible and responsive early action provision delivering in the first instance an assertive outreach team across an open-age group. Central to the project's operating model is the deployment of two mobile vehicles, which creatively employ an emergency vehicle theme, but with a distinct change of livery offering a more contemporary appearance. Internally the vehicles environments are a comfortable and engaging space, equipped with media wall, internet gateway, informational resources, seating and bathroom facilities.

The project enabled the following:

- Inform the strategic landscape of the 'live' and developing issues in the town centres.
- Reduce demand on emergency services - Police, Ambulance and A&E.
- Resource the developing Transforming Lives agenda for vulnerable adults across the East Lancashire footprint.
- Reduce anti-social and nuisance behaviours.
- Provide a consistent and fast-tracked all-age response to the presenting issues in the localities.
- The Assertive Outreach enables the effective street-based assessment and active same day presentation and advocacy to local support services.
- The Pathways Work improves the outcomes for vulnerable people who find it difficult to communicate their needs and navigate support services by establishing the co-ordinated action from a suite of agencies.
- People presenting without 'a local connection' will be supported to connect with services from their original locality and assisted with travel warrants.
- The model promotes and embraces recovery and increases awareness of the risks associated with drugs and alcohol and actively encourages individuals to engage with local treatment providers.
- Support the outcomes for individuals through referrals to an enforcement task and finish group who will utilise intelligence gathered by the project as part of the enforcement requirement to enable a positive behaviour change.

Early Success

During the reporting period the project responded to 915 requests for support from people, in the main, who were aged between 17-24 years (400), closely followed by those aged 25-39 years (243).

The project delivered a number of early and key success:

- Secured a consistent all-age response to the presenting issues in the locality enabling a reduction in demand on emergency services responding to low level criminality and disorder.
- The assertive nature of the outreach response captured and engaged vulnerable people who were resistant to request mainstream help until the point of crisis was reached, which resulted in 21 Rough Sleepers assisted to secure crisis and on-going accommodation in either supported housing or with an independent tenancy.

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- Provided effective street-based assessment and active same day presentation support and advocacy to a wide range of local support services.
- The projects model promoted and embraced recovery and increased awareness of the risks associated with drugs and alcohol resulting in 64 project users now actively engaged with local treatment providers.
- Increased level of public confidence from small - medium business to report incidents of anti-social and nuisance behaviours as an effective and focused response was now in place.
- Effective utilisation of the town centres 'Radio Link system' enabling business', Mall security and CCTV operatives to share 'live' intelligence and direct our response.
- Informed the CSP of the developing issues in the town centre and supported the capture of intelligence to support the local area enforcement task and finish group's response to the specific behaviour of individuals.

4. Financial review

Review of year

The group's incoming resources for the year ended 31 March 2016 amounted to £4,381,471 and outgoing resources amounted to £4,546,140. The deficit reported during the year was £243,999 which included net losses on investment assets of £79,330.

The budgets set for year ended 31 March 2016 were cautious in the first instance due to some funding streams being uncertain at the time of approval. With the surplus financial performance of the Care and Accommodation service supporting service delivery within TESS services in previous years it has enabled the overall performance of the organisation to be positive and to deliver much needed services.

However this year saw a decline in placement activity partly due to carer recruitment falling for the first time in a number of years. During the year the Ofsted inspection became the main focus for the service at the detriment of continuing to look at the need for developing the service. The loss of two Supported Lodgings contracts was known at budget approval, but the true impact on the reduction in capacity required hadn't been fully considered. Unfortunately the loss of capacity from Supported Lodgings wasn't replaced with Fostering support as expected.

The loss of the expected income from the fostering service threw a spotlight on the individual services that weren't performing financially. The review of these services had been planned following the change in the management structure the previous year but unfortunately this process didn't start until part way through the year with the impact of corrective actions not being visible in the current year. The impact will be seen from the start of the new financial year. The main consideration was to look at the delivery models and staffing levels within teams, which in some cases had remained unchanged for many years, to see where there was over capacity or over delivery of support.

The organisation has experienced ever reducing funding streams due to austerity cuts, with the overarching theme of 'more for less' from the majority of our commissions for the last few years. The delivery models have not been responsive enough to reflect these cuts and maintained support at the previous year's level. TESS services are the ones that have been mainly affected with emotional health and family support being responsible for the majority of the deficit. The delivery models for these services have been reviewed and adapted to ensure that they become financially viable to offer. The adventure sports income was in decline from the first quarter, unfortunately this service closed during the year as the budgets cuts imposed by commissioners meant that this service became financially unsustainable.

On the positive side we saw our criminal justice offer grow with the delivery area expanding to new regions outside of the normal geographical reach, as well as the work with vulnerable adults. Towards the end of the year the fostering service reaped the rewards of developing a new specialist service 'opening doors', with a couple of placements being made.

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Principal funding

The majority of funding is from commissioned services with local authorities across the north west of England. Grant funding during the year accounted for £46,003, with contributions from the public totalling £102,462. These splits are too heavily weighted on a reliance on the commissioned services, which in most cases are agreed on an annual basis. It has been identified that we need to look at increasing the other income sources to supplement the commissioned services.

Investments

The investment portfolio is held by Cazenove Capital on a discretionary basis with the overall objective to produce the best financial return within a low to medium level of risk over a medium to long term basis. On average we look to invest for a five year period. The portfolio operated during the year in line with our investment policy.

Reserves

The reserve policy in place is reviewed at least annually by a sub-committee of the board, the Reserves Management Committee, with recommendations taken to the board for approval. Where significant events take place during the year that impact on reserves, the committee review the policy to ensure that it meets the objectives of the organisation.

The group held total funds of £3,143,081 at 31 March 2016, of which £21,188 were restricted in nature and therefore not available for the general purposes of the group. The group held unrestricted funds of £3,121,893 at 31 March 2016, however of this, £796,371 can only be realised by disposing of tangible fixed assets. Therefore at 31 March 2016 the group had available liquid unrestricted reserves of £2,325,522.

The required level of resources set out in the policy is £1,878,935 to cover organisational running costs if necessary. This is £446,587 below the actual liquid unrestricted reserves held at 31 March 2016.

During the year the organisation considered making a considerable investment to develop the fostering service as this is considered to be the service that offers most security and the success of this service impacts on the organisation as a whole. Even though the opportunity didn't come to fruition in the current year the board recognises that there needs to be an investment to grow service delivery that can offer a sustainable income source that has less volatility connected to the commissioning body's own financial position.

5. Plans for future periods

The year 2016-2017 is in many ways a year of transition and change in respect of the external operating environment and internal service and support delivery. Continued cuts to public funding and reconfiguration of the delivery of public services will have and has had a direct impact upon CANW. Although we have retained commissions and have continued to grow and develop services the income generated has reduced, commission values have been cut, for the same expectation of service delivery, the use of Payment by Results contracts is on the increase, the placements within Foster Care have reduced as have the number of foster carers and our Supported Lodging offer has reduced down to two placements. All of this has had a significant financial impact upon CANW and we are faced with a reduced income stream but the expectations of what should be delivered remain the same and in some cases have increased, in addition the need for our services among our key beneficiaries has increased. Therefore the plan this year will focus on what steps we need to take to make sure we are in the best position to continue to support children and families so they can have the best life chances going forward and continue to operate as a thriving charity. The challenge is to do this in an era of reduced funding, managing a projected deficit position and increased emphasis on achieving outcomes and bringing about social change. The three key areas we will focus on are:-

- Reduction of costs, this will involve staffing reconfigurations and changed methods of delivery across all areas.

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- Increase of income, through a number of means including traded services, voluntary (fundraised income), commissioned services, foster care, grants.
- Increased monitoring and financial forecasting.

5.1. Analysis of the environment

- Austerity cuts continue within Local Authorities until 2020 at a significant rate that will have a major impact on service delivery and in turn will impact on the way services are designed and delivered.
- Public Health responsibilities have transferred to the Local Authority, this will impact upon the way early intervention and school health services are developed and commissioned going forward. It will also have a significant impact upon the development and delivery of all age programmes.
- Devolution – remains high on the agenda across the North, in particular the role out of health service delivery within Manchester is likely to have a significant impact upon service commission and delivery.
- Youth Justice Services are currently under review and the structure of delivery is likely to change significantly, reflecting some of the changes within the overall Criminal Justice system.
- Responsibility for schools to move away from Local Authorities.
- Pressure for larger contracts to reduce contract management will force partnership and consortia working, this will impact directly on the cost recovery model as consortia operating relationships will take a % and partnerships will drive down individual costs.
- Fostering placement requests will focus on the very difficult to place young people as the financial pressure is likely to drive in-house service development and delivery for the younger children.

5.2. Strategic Objectives

The objectives are set in order to ensure we are clear about our role as a Charity in providing high quality services to children, families and vulnerable adults across the region. We will also develop our voice on how we do this and the importance of continuing to provide such services.

We will:

- Make a positive difference to the lives of children and families.
- Keep the services we have and develop new services across the region to increase the impact we have in helping families make positive change.
- Make effective use of our resources to ensure we provide the best value to all of our beneficiaries and stakeholders and can continue to provide support in the future.
- Provide a strong governance framework so that we can be sure that we provide the best quality services we can.

5.3. Key Actions

In order to address the challenges a number of key actions will be taken:

- Priority to be given to managing financial and growth targets to contain the projected deficit, improvement of financial monitoring by forecasting and acting quickly when financial targets are not met to be integrated into the monitoring and management processes.
- Ensure service delivery and support services are delivered in the most efficient and cost effective way.
- Diversify the income stream by increase of fundraised income, grant funded income, spot purchased income and traded income, we are currently heavily dependent upon commissioned services and fostering income.
- Manage localised risk. All Local Authorities will have to make cuts but if we are reliant upon 1 or 2 authorities we risk potentially losing established services if they decide to make cuts in this area. To reduce the financial impact and risk to services of localised cuts we are intending to develop a portfolio

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of services across Greater Manchester, Pan Lancashire, Cumbria, within Yorkshire (linked to the White Rose Supported Lodging tender and partnership opportunities) and into Cheshire. This will be planned and developed to key outputs within service areas in order to manage expectation and time demands and ensure the services have a clear delivery plan with incremental and affordable growth.

- Develop sustainable evidence based service delivery models that can be easily understood and the outcomes and impact clearly demonstrated will. In a time of austerity commissions will only be offered if something is known to work. At the current time our service delivery models are varied, we do not specify what it is we deliver or demonstrate the outcome and impact we deliver to our beneficiaries. This puts us at a disadvantage when we are trying to develop work in new areas.
- Service user engagement is crucial when we are developing and reviewing our service effectiveness. We are currently doing this at a local level within services but need to develop how we integrate this within an organisational context.
- The development of volunteer models sat alongside service delivery models will allow us to go that extra mile and to provide pathways for beneficiaries once the period of commissioned service delivery has ended.
- Improve our level of understanding of the cost of delivery against anticipated outcomes and implement a clear pricing strategy. This means improvement in our business model development, improved monitoring and forecasting processes and contract management.
- Relationship and partnership development to achieve the geographical and service spread, clear marketing strategy and a mixed economy of funding which will mean development of tracking models for grant, fundraising, spot purchase targets. We need to continue to develop relationships with a broader range of commissioners within Schools, Health, Police (Police and Crime Commissioner), Probation services and other Charities or Social Enterprises.
- Maintain and develop staff engagement and morale, a team approach is essential and staff development and welfare will need to be given priority.
- Improve the audit and quality management functions through improved governance arrangements and risk management processes.
- Make better use of our property. We currently have buildings that are not working for us and these need converting into assets.
- Review and make better use of the opportunities afforded by the Canwe Solutions.
- Promote our values and have a voice as an established Children and Family Charity.

6. Statement of Trustees' responsibilities

The trustees (who are also directors of Child Action Northwest for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

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- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

7. Auditor

Moore and Smalley LLP are deemed to be re-appointed under section 487 (2) of the Companies Act 2006.

On behalf of the board of trustees:

.....
Mr Slater – Chair

Date 19/7/16

CHILD ACTION NORTHWEST

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS AND TRUSTEES OF CHILD ACTION NORTHWEST

We have audited the financial statements of Child Action North West for the year ended 31 March 2016 which comprise the Group Statement of Financial Activities, the Group and the Parent Charitable Company Balance Sheet, the Group Charitable Company Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with regulations made under section 154 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on page 25, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with these Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the group's and the parent charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2016, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

CHILD ACTION NORTHWEST

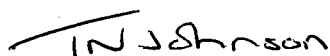
INDEPENDENT AUDITORS' REPORT (CONTINUED)

TO THE MEMBERS AND TRUSTEES OF CHILD ACTION NORTHWEST

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

 Tracey Johnson

Tracey Johnson (Senior Statutory Auditor)
For and on behalf of
Moore and Smalley LLP
Chartered Accountants
and Statutory Auditor
Preston

Date: 11 October 2016

CHILD ACTION NORTHWEST

CONSOLIDATED STATEMENT OF FINANCIAL POSITION (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2016

| | Note | Unrestricted Funds £ | Restricted Funds £ | Total 2016 £ | Total 2015 £ |
|---|---------|----------------------------|--------------------------|--------------------|--------------------|
| Income from: | | | | | |
| Donations and legacies | 4 | 48,270 | 28,368 | 76,638 | 135,195 |
| Charitable activities | 5 | 4,097,678 | 34,397 | 4,132,075 | 4,470,431 |
| Other trading activities | 6 | 110,509 | 1,100 | 111,609 | 137,079 |
| Investment income | 7 | 44,975 | - | 44,975 | 43,830 |
| Other income | 8 | 16,174 | - | 16,174 | 28,701 |
| Total incoming resources | | 4,317,606 | 63,865 | 4,381,471 | 4,815,236 |
| Expenditure on: | | | | | |
| Raising funds | | 189,043 | - | 189,043 | 199,536 |
| Charitable activities | | | | | |
| Care and Accommodation Services | | 2,622,190 | - | 2,622,190 | 2,642,856 |
| Youth and Engagement Support | | 286,161 | - | 286,161 | 323,264 |
| Family Wellbeing: | | | | | |
| Family Support | | 781,487 | 88,401 | 869,888 | 822,598 |
| Youth Justice | | 388,753 | - | 388,753 | 424,665 |
| Volunteer and Mentoring | | 67,051 | 13,368 | 80,419 | 66,181 |
| Learning and Development | | 49,347 | - | 49,347 | 54,844 |
| Big Lottery | | - | - | - | 97,649 |
| Making Every Adult Matter | | 63,489 | - | 63,489 | 9,759 |
| Profit on disposal of tangible fixed assets | 9 | (3,150) | - | (3,150) | - |
| | | 4,444,371 | 101,769 | 4,546,140 | 4,641,352 |
| Realised losses on investment assets | | (35,753) | - | (35,753) | (5,452) |
| Unrealised gains/(losses) on investment assets | | (43,577) | - | (43,577) | 51,174 |
| Net income/(expenditure) | | (206,095) | (37,904) | (243,999) | 219,606 |
| Transfers between funds | 15 & 16 | (18,380) | 18,380 | - | - |
| Net movement in funds | | (224,475) | (19,524) | (243,999) | 219,606 |
| Reconciliation of funds: | | | | | |
| Total funds brought forward | 15 & 16 | 3,346,368 | 40,712 | 3,387,080 | 3,167,474 |
| Total funds carried forward | 15 & 16 | 3,121,893 | 21,188 | 3,143,081 | 3,387,080 |

The Statement of Financial Activities includes all gains and losses in the year and therefore a Statement of Total Recognised Gains and Losses has not been prepared.

All activities derive from continuing activities.

CHILD ACTION NORTHWEST

BALANCE SHEET

FOR THE YEAR ENDED 31 MARCH 2016

| | | Group | | Charity | |
|--|----|------------------|------------------|------------------|------------------|
| | | 2016 | 2015 | 2016 | 2015 |
| | | £ | (re-stated) £ | £ | (re-stated) £ |
| Fixed assets | | | | | |
| Tangible assets | 11 | 796,371 | 814,739 | 792,731 | 812,028 |
| Investments | 12 | 2,012,588 | 1,847,948 | 2,012,588 | 1,847,948 |
| | | <u>2,808,959</u> | <u>2,662,687</u> | <u>2,805,319</u> | <u>2,659,976</u> |
| Current assets | | | | | |
| Debtors | 13 | 605,357 | 702,363 | 602,205 | 667,329 |
| Cash at bank and in hand | | 77,041 | 562,984 | 41,206 | 507,237 |
| | | <u>682,398</u> | <u>1,265,347</u> | <u>643,411</u> | <u>1,174,566</u> |
| Creditors | | | | | |
| Amounts falling due within one year | 14 | (348,276) | (540,954) | (320,767) | (463,939) |
| Net current assets | | <u>334,122</u> | <u>724,393</u> | <u>322,644</u> | <u>710,627</u> |
| Total assets less current liabilities | | <u>3,143,081</u> | <u>3,387,080</u> | <u>3,127,963</u> | <u>3,370,603</u> |
| Capital and reserves | | | | | |
| Revaluation reserve : | | | | | |
| Unrestricted funds | 15 | 90,000 | 90,000 | 90,000 | 90,000 |
| Other reserves : | | | | | |
| Unrestricted funds | 15 | 3,031,893 | 3,256,368 | 3,016,775 | 3,239,891 |
| Restricted | 16 | 21,188 | 40,712 | 21,188 | 40,712 |
| | | <u>3,143,081</u> | <u>3,387,080</u> | <u>3,127,963</u> | <u>3,370,603</u> |

These financial statements were approved by the Board of Trustees and authorised for issue on 19/9/2016 and are signed on their behalf by:

.....
Mr Slater - Chair

Company number: 00820660

CHILD ACTION NORTHWEST
CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2016

| | Note | 2016 £ | 2015 £ |
|--|------|---------------------|---------------------|
| Cash generated from operating activities | 1 | (259,102) | 176,064 |
| Cash provided by investing activities | | | |
| Interest received | | 13,108 | 1,839 |
| Income from listed investments | | 44,975 | 43,830 |
| | | <hr/> 58,083 | <hr/> 45,669 |
| Cash flows provided by (used in) financing activities | | | |
| Payments to acquire tangible assets | | (40,878) | (40,598) |
| Payments to acquire investments | | (623,861) | (263,416) |
| Receipts from sales of investments | | 484,490 | 185,700 |
| | | <hr/> (180,249) | <hr/> (118,314) |
| Increase/(decrease) in cash and cash equivalents in the year | | <hr/> (381,268) | <hr/> 103,419 |
| Cash and cash equivalents at the beginning of the year | | 616,671 | 513,252 |
| Cash and cash equivalents at the end of the year | 2 | <hr/> <hr/> 235,403 | <hr/> <hr/> 616,671 |

CHILD ACTION NORTHWEST

CONSOLIDATED CASH FLOW STATEMENT NOTES

FOR THE YEAR ENDED 31 MARCH 2016

1 Reconciliation of net movement in funds to net cash flow from operating activities

| | 2016 £ | 2015 £ |
|--|------------------|----------------|
| Net incoming resources | (243,999) | 219,606 |
| Unrealised gains/(losses) on investment assets | 43,577 | (51,174) |
| Depreciation of tangible assets | 59,246 | 62,115 |
| Loss on disposal of investments | 35,753 | 5,452 |
| Bank interest received | (13,108) | (1,839) |
| Income from listed investments | (44,975) | (43,830) |
| Decrease/(increase) in debtors | 97,006 | (137,606) |
| Increase/(decrease) in creditors | (192,602) | 123,340 |
| | <u>(259,102)</u> | <u>176,064</u> |

2 Analysis of net funds

| | At 1 April 2015 £ | Cash flow £ | Other non cash changes £ | At 31 March 2016 £ |
|----------------------------|-------------------------|-------------------|--------------------------------|--------------------------|
| Net cash: | | | | |
| Cash at bank and in hand | 562,984 | (485,943) | - | 77,041 |
| Overdraft | (75) | 75 | - | - |
| | <u>562,909</u> | <u>(485,868)</u> | <u>-</u> | <u>77,041</u> |
| Cash on short term deposit | 53,762 | 104,600 | - | 158,362 |
| Net funds | <u>616,671</u> | <u>(381,268)</u> | <u>-</u> | <u>235,403</u> |

3 Reconciliation of net cash flow to movement in net funds

| | 2016 £ | 2015 £ |
|--|------------------|----------------|
| Increase/(decrease) in cash in the year | (485,868) | 148,615 |
| Cash (inflow)/outflow from increase/(decrease) in liquid resources | 104,600 | (45,196) |
| Movement in net funds in the year | <u>(381,268)</u> | <u>103,419</u> |
| Opening net funds | 616,671 | 513,252 |
| Closing net funds | <u>235,403</u> | <u>616,671</u> |

CHILD ACTION NORTHWEST

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

1 Accounting policies

Legal form

The charity constitutes a limited company, limited by guarantee as defined by the Companies Act 2006, incorporated in England and Wales. The registered office is as stated on page 3.

Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) which became effective 1 January 2015 and the Companies Act 2006.

Child Action Northwest meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Basis of consolidation

The consolidated financial statements incorporate all assets and liabilities and income and expenditure of the wholly owned non-charitable subsidiary community interest company, CANWe Solutions CIC, made up to 31 March 2016.

Reconciliation with previously Generally Accepted Accounting Practice

These financial statements for the period ended 31 March 2016 are the first financial statements prepared in accordance with the Charities SORP FRS102. The transition date was 1 April 2014. The categories within the Statement of Financial Activities for the year ended 31 March 2015 and the allocation between restricted and unrestricted funds have been re-stated to reflect the requirements of the new SORP. Transition to the Charities SORP FRS102 has not affected the reported financial position at 31 March 2015 or the financial performance for the period then ended.

Preparation of the accounts on a going concern basis

The trustees have at the time of approving the financial statements, a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

Incoming resources

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item of income have been met, it is probable that the income will be received and the amount can be measured reliably. The following specific policies are applied:

- Voluntary income, including donations, gifts and legacies, is included in full in the Statement of Financial Activities when receivable.
- Grants where entitlement is conditional on the delivery of a specific performance by the charity are recognised when the charity becomes unconditionally entitled to the grant, upon delivery of the specified performance.
- Income receivable under contract is recognised when the contractual obligations have been fulfilled. Where the contract is still in progress, income is recognised to the extent that it has been earned.
- Investment income is recognised on a receivable basis.

The value of services provided by volunteers is not incorporated into these financial statements. Further details of the contribution made by volunteers can be found in the trustees' annual report.

CHILD ACTION NORTHWEST

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

1 Accounting policies (continued)

Resources expended

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds are those costs incurred in attracting voluntary income, fundraising and trading activities undertaken by the CIC.
- Charitable activities include expenditure associated with the operation of the child and young person related activities and include both the direct and support costs relating to these activities. The costs also include the costs of the CIC for delivering such projects.
- Support and governance costs include the costs of central functions and those incurred in the governance of the charity and its assets, associated with constitutional and statutory requirements. Support and governance costs are allocated to each activity on a basis consistent with the use of these resources.

Fund accounting

The group has a number of restricted income funds to account for situations where a donor requires that a donation must be spent on a particular purpose or where funds have been raised for a specific purpose.

All other funds are unrestricted income funds which are available for use in furtherance of the general objectives of the charity. Designated funds are unrestricted funds set aside for particular purposes.

The revaluation reserve represents the difference between the historical cost of fixed assets, including investments, and the revalued amount included within the balance sheet.

Pension scheme

The group operates group personal pension arrangements. Contributions payable are charged to the profit and loss account in the year they are payable.

Taxation

Child Action North West is exempt from corporation tax on its charitable activities. CANWe Solutions CIC is a taxable entity and therefore provisions for tax are included where relevant.

VAT

As the charity is not registered for VAT all resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

The CIC is registered for VAT and as such these transactions are reported inclusive of any irrecoverable VAT arising from the partial exemption status of the CIC.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life:

| | | |
|--------------------------|---|---------------------------|
| Homestead alterations | - | 4% straight line |
| Other land and buildings | - | 1.8% - 6.5% straight line |
| Motor vehicles | - | 25% straight line |
| Equipment | - | 20% straight line |

There is no readily available split of the land element included within land and buildings and so the entire balance has been depreciated.

CHILD ACTION NORTHWEST

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

1 Accounting policies (continued)

Tangible fixed assets (continued)

The charity has taken advantage of the transitional provisions of section 35.10 (d) of FRS 102 and has continued to include land and buildings at a combination of cost and a valuation undertaken before the implementation of the Reporting Standard.

Stocks

No account is taken of stocks of food or other consumable items at the accounting date, on the grounds that the balance is immaterial in value.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments.

Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Investments are re-stated at their fair value at each subsequent year end and any unrealised gains or losses are reported in the Statement of Financial Activities.

Operating leases

Rentals payable under operating leases are charged against income on a straight line basis over the lease term.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are outlined below:

Funding on payment by result contracts

In respect of payment by result contracts, management are required to assess the stage of project delivery at the year end in order to calculate the entitlement earned. If confirmation has not been received by the commissioner on the approved project delivery then the income included within the accounts is based on management's best assessment of the delivery achieved. Any amounts earned but not yet received are included within accrued income and the converse is accounted for within deferred income in order to ensure that the funding is recognised in the same accounting period as the related services are provided.

Impairment of tangible fixed assets

At each reporting date the trustees are required to assess whether there is any indication of impairment. This is done with reference to third party valuations, if obtained during the period. If not, impairment indicators are considered with reference to the estimated value in use and the assets' future service potential to the charity's beneficiaries.

CHILD ACTION NORTHWEST

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

3 Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary, CANWe Solutions CIC.

Total incoming resources for the charity alone are £4,168,332 (2015: £4,617,031), the net deficit for the year is £242,640 (2015: surplus of £198,393) and the net movement in funds is a decrease of £242,640 (2015: increase of £198,393).

4 Donations and legacies

| | Unrestricted £ | Restricted £ | 2016 £ | 2015 £ |
|---|-------------------|-----------------|---------------|----------------|
| Donation on transfer of activities from Pro Contact | - | - | - | 82,385 |
| Legacies | - | - | - | 10,500 |
| Other donations | 48,270 | 28,368 | 76,638 | 42,310 |
| | 48,270 | 28,368 | 76,638 | 135,195 |

Income from donations and legacies totalled £76,638 (2015: £135,195), of which £48,270 was unrestricted (2015: £113,535) and £28,368 was restricted (2015: £21,660).

5 Incoming resources from charitable activities

| | Unrestricted £ | Restricted £ | 2016 £ | 2015 £ |
|-----------------------------|-------------------|-----------------|------------------|------------------|
| Care Services | 2,579,935 | - | 2,579,935 | 2,899,166 |
| Youth and Community Support | 273,022 | - | 273,022 | 274,071 |
| Family Wellbeing: | | | | |
| Family Support | 632,202 | 34,397 | 666,599 | 606,964 |
| Youth Justice | 484,696 | - | 484,696 | 518,227 |
| Volunteer and Mentoring | 55,779 | - | 55,779 | 57,621 |
| Learning and Development | 8,555 | - | 8,555 | 10,100 |
| Big Lottery | - | - | - | 96,084 |
| Making Every Adult Matter | 63,489 | - | 63,489 | 8,198 |
| | 4,097,678 | 34,397 | 4,132,075 | 4,470,431 |

Income from charitable activities totalled £4,132,075 (2015: £4,470,431), of which £4,097,678 was unrestricted (2015: £4,354,422) and £34,397 was restricted (2015: £116,009).

CHILD ACTION NORTHWEST

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

6 Income from trading activities

| | Unrestricted £ | Restricted £ | 2016 £ | 2015 £ |
|--|-------------------|-----------------|----------------|----------------|
| Income from fundraising activities | 24,724 | 1,100 | 25,824 | 43,156 |
| Trading income from Community Interest Company | 85,785 | - | 85,785 | 93,923 |
| | 110,509 | 1,100 | 111,609 | 137,079 |

Income from trading activities totalled £111,609 (2015: £137,079), of which £110,509 was unrestricted (2015: £118,964) and £1,100 was restricted (2015: £18,115).

7 Investment income

| | Unrestricted £ | Restricted £ | 2016 £ | 2015 £ |
|--------------------------------|-------------------|-----------------|---------------|---------------|
| Income from listed investments | 44,975 | - | 44,975 | 43,830 |
| | 44,975 | - | 44,975 | 43,830 |

Investment income totalled £44,975 (2015: £43,830), all of which was unrestricted in nature in both the current and previous year.

8 Other incoming resources

| | Unrestricted £ | Restricted £ | 2016 £ | 2015 £ |
|------------------------------|-------------------|-----------------|---------------|---------------|
| Bank interest | 13,108 | - | 13,108 | 1,839 |
| Other income | - | - | - | 20,482 |
| Rental income from room hire | 3,066 | - | 3,066 | 6,380 |
| | 16,174 | - | 16,174 | 28,701 |

Other income totalled £16,174 (2015: £28,701), all of which was unrestricted in nature in both the current and previous year.

CHILD ACTION NORTHWEST

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

9 Total resources expended

| Basis of allocation | Care Services | Youth Engagement and Support | Family Support | Youth Justice | Volunteer Mentoring | Learning & Development | Fundraising & Public Relations | Central Management | Profit on disposal of tangible fixed assets | CANWe Solutions Charitable | CANWe Solutions CIC Trading | Total 2016 | Total 2015 |
|--|---------------|------------------------------|----------------|---------------|---------------------|------------------------|--------------------------------|--------------------|---|----------------------------|-----------------------------|------------|------------|
| £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| Costs directly allocated to activities | | | | | | | | | | | | | |
| Salaries and Wages | 501,398 | 170,598 | 507,129 | 289,633 | 40,204 | 26,129 | 30,486 | 382,518 | - | 49,912 | 62,721 | 2,040,728 | 2,104,985 |
| National Insurance | 45,242 | 12,865 | 36,642 | 15,497 | 2,204 | 1,740 | 2,621 | 36,516 | - | 5,169 | 3,935 | 162,431 | 171,311 |
| Pension Fund Contributions | 25,286 | 6,060 | 14,267 | 7,345 | 375 | 1,182 | 211 | 13,728 | - | 2,189 | 705 | 71,348 | 73,181 |
| Private Medical Insurance | 2,887 | - | 801 | 566 | - | - | - | 1,923 | - | - | 138 | 6,315 | 5,353 |
| Other staff costs | 88,581 | 18,524 | 84,654 | 7,606 | 5,353 | 951 | 327 | 27,599 | - | 62 | - | 234,657 | 161,892 |
| Volunteer costs | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Carers costs | 1,372,689 | - | - | - | - | - | - | - | - | - | - | 1,372,689 | 1,477,157 |
| Service operating costs | 18,818 | 12,001 | 123 | 5,392 | 17,729 | - | 216 | 21,876 | - | 3,971 | 39,517 | 119,643 | 85,562 |
| Training costs | 20,172 | 1,955 | 14,633 | 1,653 | 427 | 3,179 | 99 | 8,302 | - | 80 | - | 50,500 | 47,844 |
| Charity Ball | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Fundraising costs | 2,874 | - | - | - | - | - | 3,073 | 344 | - | - | - | 6,291 | 14,627 |
| Support and governance costs allocated to activities | | | | | | | | | | | | | |
| Rent | 38,749 | 13,174 | 48,650 | 11,130 | 2,340 | 1,613 | 2,340 | (80,448) | - | - | - | 37,548 | 20,165 |
| Other property costs | 1,461 | 1,145 | 5,498 | 220 | - | - | 247 | 63,563 | - | - | 4,728 | 77,605 | 90,306 |
| Insurance | 34,928 | 12,891 | 36,280 | 16,515 | 2,485 | 2,833 | 1,919 | (19,890) | - | 743 | - | 87,941 | 83,283 |
| Office running costs | 23,419 | 3,371 | 29,958 | 8,912 | 2,112 | 6,272 | 9,432 | 91,173 | - | 1,363 | 14,317 | 190,329 | 206,588 |
| Central Management | 444,686 | 33,577 | 91,043 | 44,284 | 7,210 | 5,448 | 9,154 | (635,402) | - | - | - | - | - |
| Audit fees | - | - | - | - | - | - | - | 13,560 | - | - | - | 13,560 | 12,516 |
| Legal fees | - | - | 210 | - | - | - | - | 5,613 | - | - | 287 | 6,110 | 8,265 |
| Loss on disposal of assets | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Depreciation | - | - | - | - | - | - | - | 57,166 | - | - | 2,080 | 59,246 | 62,115 |
| Bank Charges | - | - | - | - | - | - | - | 1,631 | - | - | 490 | 2,121 | 2,244 |
| Profit on disposal of fixed asset | - | - | - | - | - | - | - | - | (3,150) | - | - | (3,150) | - |
| Other central costs | - | - | - | - | - | - | - | 10,228 | - | - | - | 10,228 | 13,958 |
| | 2,622,190 | 286,161 | 869,888 | 388,753 | 80,419 | 49,347 | 60,125 | - | (3,150) | 63,489 | 126,918 | 4,546,140 | 4,641,352 |

Total resources expended amounted to £4,546,140 (2015: £4,641,352), of which £4,444,371 was unrestricted (2015: £4,485,252) and £101,769 was restricted (2015: £156,100).

CHILD ACTION NORTHWEST

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

9 Total resources expended (continued)

| | 2016 | 2015 |
|--|---------------|--------------|
| | £ | £ |
| Total resources expended include: | | |
| Fees payable to the charity's auditor: | | |
| Audit of the charity's annual accounts | 6,725 | 6,500 |
| Audit of the subsidiary's annual accounts | 2,575 | 2,500 |
| | <u>9,300</u> | <u>9,000</u> |
| Fees payable to the charity's auditor for other services: | | |
| Accountancy and other services | 2,000 | 1,500 |
| Indemnity insurance for the committee and senior employees | 4,270 | 4,134 |
| Operating lease rentals | | |
| - land and buildings | 53,176 | 33,958 |
| - other | 13,075 | 14,015 |
| Depreciation of tangible assets | 59,246 | 62,115 |
| Profit on disposal of tangible fixed assets | (3,150) | - |
| Loss on disposal of investments | <u>35,753</u> | <u>5,452</u> |

CHILD ACTION NORTHWEST

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

10 Analysis of staff costs, trustee remuneration and expenses and the cost of key management personnel

| | 2016 £ | 2015 £ |
|----------------------------|------------------|------------------|
| Staff Costs | | |
| Salaries and wages | 2,040,728 | 2,104,985 |
| National insurance | 162,431 | 171,311 |
| Pension fund contributions | 71,348 | 78,534 |
| | <u>2,274,507</u> | <u>2,354,830</u> |

The average number of persons employed by the group during the year was as follows:

| | | 2016 | 2015 |
|-----------------------|-------------|-----------|-----------|
| Office and management | - full time | 14 | 15 |
| | - part time | 15 | 13 |
| Others | - full time | 31 | 37 |
| | - part time | 24 | 23 |
| | | <u>84</u> | <u>88</u> |

The full time equivalent of the part time staff is 20 (2015: 18). In addition the charity has made use of an average of 48 (2015: 39) sessional staff during the year working differing hours as and when required. During the year the charity had available to use an average of 71 sessional staff (2015: 63). As at the year end the charity had 146 available members of staff (2015: 151).

The number of employees whose annual remuneration was £60,000 or more were:

| | 2016 £ | 2015 £ |
|-------------------|-----------|-----------|
| £60,000 - £65,000 | 1 | 1 |
| | <u>1</u> | <u>1</u> |

CHILD ACTION NORTHWEST

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

10 Analysis of staff costs, trustee remuneration and expenses and the cost of key management personnel (continued)

Five trustees claimed £1,074 in respect of reimbursement of mileage claims and other expenses (2015: three trustees claimed £417). In addition Mrs N Errington received remuneration of £350 (2015: £300). This was in respect of her role on the foster care panel and not in connection to her role as a trustee. No other trustee received any remuneration or reimbursement of expenses during the year.

The Board has identified the Chief Executive as being the key management personnel. The employee benefits paid to key management personnel during the year was £62,824 (2015: £61,503).

11 Tangible fixed assets

Charity

| | Leasehold land and buildings £ | Freehold land and buildings £ | Motor vehicles £ | Equipment £ | Total £ |
|--|---|--|------------------------|----------------|------------------|
| Cost | | | | | |
| Balance at 1 April 2015 | | | | | |
| At deemed cost on transition to FRS102 | - | 90,000 | - | - | 90,000 |
| At Cost | 800,098 | 523,975 | 86,130 | 231,878 | 1,642,081 |
| | <u>800,098</u> | <u>613,975</u> | <u>86,130</u> | <u>231,878</u> | <u>1,732,081</u> |
| Additions | - | 23,900 | - | 13,969 | 37,869 |
| Disposals | - | - | (20,442) | - | (20,442) |
| Balance at 31 March 2016 | <u>800,098</u> | <u>637,875</u> | <u>65,688</u> | <u>245,847</u> | <u>1,749,508</u> |
| Depreciation | | | | | |
| Balance at 1 April 2015 | 224,028 | 401,090 | 73,183 | 221,752 | 920,053 |
| Charge for the year | 32,004 | 13,931 | 4,316 | 6,915 | 57,166 |
| Disposals | - | - | (20,442) | - | (20,442) |
| Balance at 31 March 2016 | <u>256,032</u> | <u>415,021</u> | <u>57,057</u> | <u>228,667</u> | <u>956,777</u> |
| Net book value | | | | | |
| 31 March 2016 | <u>544,066</u> | <u>222,854</u> | <u>8,631</u> | <u>17,180</u> | <u>792,731</u> |
| 31 March 2015 | <u>576,070</u> | <u>212,885</u> | <u>12,947</u> | <u>10,126</u> | <u>812,028</u> |

The net book value at 31 March 2016 represents fixed assets used for:

Direct charitable purposes

| | £ | £ | £ | £ | £ |
|-------------------------------|----------------|----------------|--------------|---------------|----------------|
| Direct charitable expenditure | 362,710 | 180,052 | - | 1,611 | 544,373 |
| Support costs | 90,678 | 21,401 | 8,631 | 13,244 | 133,954 |
| Management and administration | 90,678 | 21,401 | - | 2,325 | 114,404 |
| | <u>544,066</u> | <u>222,854</u> | <u>8,631</u> | <u>17,180</u> | <u>792,731</u> |

The original cost of the land and buildings included at a valuation of £90,000 is not known.

CHILD ACTION NORTHWEST

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

11 Tangible fixed assets (continued)

Group

| | Leasehold land and buildings £ | Freehold land and buildings £ | Motor vehicles £ | Equipment £ | Total £ |
|---|---|--|------------------------|----------------|------------------|
| Cost | | | | | |
| Balance at 1 April 2015 | | | | | |
| At deemed cost on transition to FRS102 | - | 90,000 | - | - | 90,000 |
| At Cost | 800,098 | 523,975 | 144,204 | 256,779 | 1,725,056 |
| | <u>800,098</u> | <u>613,975</u> | <u>144,204</u> | <u>256,779</u> | <u>1,815,056</u> |
| Additions | - | 23,900 | - | 16,978 | 40,878 |
| Disposals | - | - | (20,442) | - | (20,442) |
| Balance at 31 March 2016 | <u>800,098</u> | <u>637,875</u> | <u>123,762</u> | <u>273,757</u> | <u>1,835,492</u> |
| Depreciation | | | | | |
| Balance at 1 April 2015 | 224,028 | 401,090 | 131,257 | 243,942 | 1,000,317 |
| Charge for the year | 32,004 | 13,931 | 4,316 | 8,995 | 59,246 |
| Disposals | - | - | (20,442) | - | (20,442) |
| Balance at 31 March 2016 | <u>256,032</u> | <u>415,021</u> | <u>115,131</u> | <u>252,937</u> | <u>1,039,121</u> |
| Net book value | | | | | |
| 31 March 2016 | <u>544,066</u> | <u>222,854</u> | <u>8,631</u> | <u>20,820</u> | <u>796,371</u> |
| 31 March 2015 | <u>576,070</u> | <u>212,885</u> | <u>12,947</u> | <u>12,837</u> | <u>814,739</u> |
| The net book value at 31 March 2016 represents fixed assets used for: | | | | | |
| Direct charitable purposes | | | | | |
| | £ | £ | £ | £ | £ |
| Direct charitable expenditure | 362,710 | 180,052 | - | 3,395 | 546,157 |
| Support costs | 90,678 | 21,401 | 8,631 | 13,244 | 133,954 |
| Management and administration | 90,678 | 21,401 | - | 4,181 | 116,260 |
| | <u>544,066</u> | <u>222,854</u> | <u>8,631</u> | <u>20,820</u> | <u>796,371</u> |

The original cost of the land and buildings included at a valuation of £90,000 is not known.

CHILD ACTION NORTHWEST

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

12 Fixed Assets – Investments (Group and charity)

| | 2016 | 2015 |
|--|------------------|------------------|
| | £ | £ |
| Listed investments: | | |
| Market Value at 1 April 2015 | 1,782,186 | 1,658,749 |
| Additions | 623,861 | 263,416 |
| Disposals | (520,244) | (191,153) |
| Net gains/(losses) on revaluation at 31 March 2016 | (43,577) | 51,174 |
| At 31 March 2016 | 1,842,226 | 1,782,186 |
| Unlisted investments at 31 March 2016 | 12,000 | 12,000 |
| Cash at 31 March 2016 | 158,362 | 53,762 |
| | 2,012,588 | 1,847,948 |
| Represented by: | 2016 | 2015 |
| | £ | £ |
| Listed on Recognised Stock Exchange: | | |
| Cazenove Unit Trust | | |
| Equities: UK Equities | 405,021 | 510,249 |
| Europe (ex UK) | 87,740 | 82,976 |
| Global | 351,846 | 259,962 |
| Bonds: UK Bonds | 196,596 | 199,492 |
| Europe (ex UK) | - | - |
| Global | 238,074 | 246,882 |
| Multi Asset Funds: | 168,057 | 167,856 |
| Alternative Hedge Funds | 186,498 | 149,255 |
| Property | 79,634 | 74,683 |
| Structured Products | 86,227 | 90,831 |
| Others | 42,533 | - |
| Unlisted | 12,000 | 12,000 |
| Cash | 158,362 | 53,762 |
| | 2,012,588 | 1,847,948 |
| Historical cost at 31 March 2016 | 1,928,523 | 1,602,022 |

The unlisted investment was valued by the Committee.

CHILD ACTION NORTHWEST

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

12 Fixed Assets – Investments (continued)

Charity

In addition to the above investments, the charity also controls CANWe Solutions CIC, a company limited by guarantee and registered in England and Wales, which was incorporated on 18 March 2009 and of which Child Action Northwest is the sole member. The CIC commenced trading on 1 April 2009.

The principle activity of the company is that of benefiting the community by working with adults and young people suffering from worklessness, through funding from the government incentives and trading print and design services. Its turnover for the year ended 31 March 2016 was £191,048 (2015: £249,302) and the deficit for the year then ended was £1,359 (2015: surplus of £21,213). The aggregate of its share capital and reserves at 31 March 2016 was £15,118 (2015: £16,477).

13 Debtors

| | Group | | Charity | |
|---|----------------|----------------|----------------|----------------|
| | 2016 | 2015 | 2016 | 2015 |
| | £ | £ | £ | £ |
| Trade debtors | 438,163 | 558,594 | 437,390 | 522,017 |
| Prepayments | 164,815 | 135,270 | 164,815 | 135,270 |
| Other debtors | 2,379 | 8,499 | - | - |
| Amounts due from subsidiary undertaking | - | - | - | 10,042 |
| | 605,357 | 702,363 | 602,205 | 667,329 |

14 Creditors: Amounts falling due within one year

| | Group | | Charity | |
|---------------------------------------|----------------|----------------|----------------|----------------|
| | 2016 | 2015 | 2016 | 2015 |
| | £ | £ | £ | £ |
| Bank loans and overdrafts | - | 75 | - | - |
| Trade creditors | 125,081 | 128,988 | 121,107 | 123,497 |
| Accruals and deferred income | 135,704 | 289,367 | 135,704 | 289,367 |
| Taxation and social security | 43,717 | 45,347 | 41,922 | 41,841 |
| Other creditors | 43,774 | 77,177 | 10,506 | 9,234 |
| Amounts due to subsidiary undertaking | - | - | 11,528 | - |
| | 348,276 | 540,954 | 320,767 | 463,939 |

Included within creditors falling due within one year is deferred income held by the group of £154,417 (2015: £275,554) relating to payments on account received for contracts or performance related grants. The brought forward deferred income of £275,554 was released in full during the year.

CHILD ACTION NORTHWEST

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FOR THE YEAR ENDED 31 MARCH 2016

15 Analysis of unrestricted funds

| | At 1 April 2015 (re-stated) | Income | Expenditure | Transfers | Realised investment gains | Unrealised investment gains | At 31 March 2016 |
|--|-----------------------------------|------------------|--------------------|-----------------|---------------------------------|-----------------------------------|---------------------|
| | £ | £ | £ | £ | £ | £ | £ |
| Revaluation reserve - property | 90,000 | - | - | - | - | - | 90,000 |
| General unrestricted | 3,239,891 | 4,168,332 | (4,293,738) | (18,380) | (35,753) | (43,577) | 3,016,775 |
| Unrestricted funds - charity | <u>3,329,891</u> | <u>4,168,332</u> | <u>(4,293,738)</u> | <u>(18,380)</u> | <u>(35,753)</u> | <u>(43,577)</u> | <u>3,106,775</u> |
| General unrestricted - CANWe Solutions CIC | 16,477 | 149,274 | (150,633) | - | - | - | 15,118 |
| Unrestricted funds - group | <u>3,346,368</u> | <u>4,317,606</u> | <u>(4,444,371)</u> | <u>(18,380)</u> | <u>(35,753)</u> | <u>(43,577)</u> | <u>3,121,893</u> |

16 Analysis of restricted funds

| | At 1 April 2015 (re-stated) | Income | Expenditure | Transfers | Realised investment gains | Unrealised investment gains | At 31 March 2016 |
|---|-----------------------------------|------------------|--------------------|---------------|---------------------------------|-----------------------------------|---------------------|
| | £ | £ | £ | £ | £ | £ | £ |
| Emotional Health and Wellbeing: | | | | | | | |
| East Lancs IAPT | 11,562 | - | (11,562) | - | - | - | - |
| Raised in the Ribble Valley | 7,962 | 16,100 | (42,389) | 18,327 | - | - | - |
| Pro Contact | | | | | | | |
| Contact Centre | - | 947 | (947) | - | - | - | - |
| Henry Smith | - | 33,450 | (33,503) | 53 | - | - | - |
| Young Carers | | | | | | | |
| Young Carers Apprenticeship | 12,932 | - | - | - | - | - | 12,932 |
| Young Peoples Development Fund | 8,256 | - | - | - | - | - | 8,256 |
| Others | | | | | | | |
| Volunteers - Mentoring and Befriending | - | 13,368 | (13,368) | - | - | - | - |
| Total restricted funds - charity | <u>40,712</u> | <u>63,865</u> | <u>(101,769)</u> | <u>18,380</u> | <u>-</u> | <u>-</u> | <u>21,188</u> |
| CANWe Solutions CIC | - | - | - | - | - | - | - |
| Total restricted funds - group | <u>40,712</u> | <u>63,865</u> | <u>(101,769)</u> | <u>18,380</u> | <u>-</u> | <u>-</u> | <u>21,188</u> |
| Total funds - charity | <u>3,370,603</u> | <u>4,232,197</u> | <u>(4,395,507)</u> | <u>-</u> | <u>(35,753)</u> | <u>(43,577)</u> | <u>3,127,963</u> |
| Total funds - group | <u>3,387,080</u> | <u>4,381,471</u> | <u>(4,546,140)</u> | <u>-</u> | <u>(35,753)</u> | <u>(43,577)</u> | <u>3,143,081</u> |

East Lancs IAPT (Improving Access to Psychological Therapies) represents funding received to develop an IAPT model across East Lancashire. Staff have had to undergo specialist training in order to deliver this service going forward.

Raised in the Ribble Valley (RIRV) represents fundraising income from high net worth individuals from the area that want to support the emotional health of the community that they live in. The Ribble Valley is seen as an affluent area and as such does not attract funding to support its residents. The group have arranged many charity events during the year that have supported the running of the team based in the area.

The Pro Contact Contact Centre is partly funded by donations and fundraising income. The service operates at weekends and offers group supervised contact sessions in a neutral location.

The Henry Smith Charity has provided 2 years funding to September 2016 to support the work of Pro Contact.

The Young Carers Apprenticeship is a reserve that was established in order to support the development of an apprentice support worker that was previously a service user. This fund has not been accessed in the current period.

CHILD ACTION NORTHWEST

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

16 Analysis of restricted funds (continued)

The Young Peoples' Development Fund is a pot of funds that was set up through small fundraising activity with the specific purpose of supporting young people that the organisations work with. The idea was to act like a bursary type arrangement to offer financial support to the young people. This fund has not been accessed in the current period.

Mentoring and Befriending represents fundraised income used to coordinate volunteers to work with and support identified young people within BwD.

Amounts have been transferred from unrestricted funds to restricted funds to cover any deficits on restricted fund projects.

17 Analysis of net assets between funds

Group

| | Restricted funds £ | Unrestricted funds £ | Total funds £ |
|-----------------------|--------------------------|----------------------------|---------------------|
| Tangible fixed assets | - | 796,371 | 796,371 |
| Investments | - | 2,012,588 | 2,012,588 |
| Current assets | 31,188 | 651,210 | 682,398 |
| Current liabilities | (10,000) | (338,276) | (348,276) |
| Total net assets | 21,188 | 3,121,893 | 3,143,081 |

Charity

| | Restricted funds £ | Unrestricted funds £ | Total funds £ |
|-----------------------|--------------------------|----------------------------|---------------------|
| Tangible fixed assets | - | 792,731 | 792,731 |
| Investments | - | 2,012,588 | 2,012,588 |
| Current assets | 31,188 | 612,223 | 643,411 |
| Current liabilities | (10,000) | (310,767) | (320,767) |
| Total net assets | 21,188 | 3,106,775 | 3,127,963 |

CHILD ACTION NORTHWEST

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18 Pension commitments

The group operates group personal pension arrangements. Contributions payable by the group amounted to £71,348 (2015: £73,181). Outstanding pension contributions at 31 March 2016 amounted to £10,349 (2015: £9,393).

19 Operating lease commitments

At the reporting end date the group and the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

| <i>Charity</i> | Land & buildings | | Other assets | |
|--------------------------|------------------|---------------|---------------|---------------|
| | 2016 | 2015 | 2016 | 2015 |
| | £ | £ | £ | £ |
| Within one year | 40,556 | 40,556 | 10,116 | 4,668 |
| Within two to five years | 19,218 | 54,451 | 20,993 | 8,407 |
| Over 5 years | - | - | - | - |
| | 59,774 | 95,007 | 31,109 | 13,075 |

| <i>Group</i> | Land & buildings | | Other assets | |
|--------------------------|------------------|---------------|---------------|---------------|
| | 2016 | 2015 | 2016 | 2015 |
| | £ | £ | £ | £ |
| Within one year | 40,556 | 40,556 | 10,969 | 5,521 |
| Within two to five years | 19,218 | 54,451 | 20,993 | 8,407 |
| Over 5 years | - | - | - | - |
| | 59,774 | 95,007 | 31,962 | 13,928 |

20 Related party transactions

During the year the charity purchased services totalling £918 (2015: £5,461) from Brian Lee Building Contractors Ltd, a company controlled by the family of one of the charity's trustees. The transactions took place at arm's length and the charity followed its normal procurement procedures in the awarding of the contract.

21 Re-statement of opening balances

Upon transition to the 2015 FRS102 Charity SORP the charity has re-stated the classification of its opening funds between restricted and unrestricted, in line with the clarified guidance issued in the new SORP. The effect of this is as follows:

| | Unrestricted | Restricted |
|---|------------------|---------------|
| | £ | £ |
| Funds brought forward at 1 April 2015 as previously stated | 3,334,900 | 52,180 |
| Re-classification upon adoption of 2015 FRS102 Charity SORP | 11,468 | (11,468) |
| Funds brought forward at 1 April 2015 as re-stated | 3,346,368 | 40,712 |