



Adullam Programme Annual Report **For the year ended 31 December 2020**

Our Aims & Objectives

The Adullam Programme offers holistic support to local people who are struggling with mental health and/or are socially disadvantaged, within a caring community; building confidence and self esteem, whilst also equipping them with the skills to achieve self-improvement through education, volunteering and/or employment.

Reporting on Public Benefit

The Adullam Programme carries out a wide range of activities in pursuance of its charitable aims. The Trustees consider that these activities, summarised below, provide benefit both to those who engage in its activities and to the wider community of Lancaster.

Achievements and Performance

The Adullam Programme has seen some significant changes during this last twelve months. There was, of course, the impact of the Covid-19 pandemic, which resulted in the team having to make some rapid changes to the running of the Community Programme; the majority of which was moved online via Zoom to allow participants to continue to receive support during a difficult time for all. We also benefitted from the success of a number of funding bids which allowed Adullam to place the two part-time Programme Managers onto a basis of employment and reimbursement in recognition of the additional work that the pandemic enforced. There was also the addition of a Communications/PR Coordinator to the team on a 0.2fte basis which has enabled Adullam to support participants, as well as raise profile within the city, via the social media and website platforms.

We have also been very grateful for the assistance and expertise of Sandie Barker, Anita Ellershaw and Charles May on the Community Programme team, who have given much of their time to aid the running of new and existing activities as well as supporting participants on a 1-1 basis during the pandemic.

All that we do is dependent on team effort and the Trustees are very grateful for everyone who has been involved.

An overview of activities is set out below:

a) Residential Programme

In 2019 we established a partnership with Littledale Hall Therapeutic Centre, whereby we could receive residents, who have completed their 6 month treatment programme at Littledale but require further support towards living independently, as a second stage of their recovery. We are able to house up to 3 residents at any one time and each are given the opportunity to live and work in a structured and supportive environment for a 12 month period. We work alongside each resident holistically to devise a

weekly programme which can include; recovery groups, work experience/further education placements, and ongoing Littledale Aftercare support as well as other community activities dependent on their aims.

We have had five men residing in the house since January 2020, two of whom felt ready after several months in the house to move on; one moved back to his hometown to rebuild connections with his family; and one secured a place at university and moved into his own flat. These were both very positive transitions of which the guys should be very proud. Two new residents joined the house in October and December 2020 respectively and we look forward to journeying with them over the next year.

This partnership has worked well over the year and we are very grateful to also have the support of Brookhouse Methodist Church who, having established relationships with some of the residents during their stay in Littledale Hall, provide ongoing support and community for them.

We are also grateful to Hope Church, Lancaster for the continued use of the house to allow this work to flourish and we hope, in the year ahead, to be able to secure a longer term occupancy agreement to secure the future of the Residential Programme.

b) Community Programme

As mentioned above, the arrival of the Covid-19 pandemic has meant we have had to very much review and, where appropriate, revamp some of our Community courses to enable these to be delivered online via Zoom so that participants can continue to access the necessary support during a difficult time.

As a team, we have provided regular 1-1 telephone support to ensure participants were supported both emotionally and practically. It is pleasing to note that the majority of Adullam participants have continued to engage with Adullam and have supported one another during what has been a challenging time.

The courses that have now moved online include:

Course	Frequency
Coffee Time	The securing of funding from the Police Commissioner's Community Action Fund has enabled us to introduce regular practitioners / professionals who can teach the participants a new hobby or activity (such as photography, wreath making, interior design, Christmas table decorating) to give focus to the lockdown period.
Celebrate Recovery (12 step recovery programme)	This continues to meet weekly throughout the year, in a slightly streamlined format.
Living Life to the Full (CBT) course	This has been streamlined to make it more accessible via Zoom and is now running each term. The course runs for 6 weeks and is also supplemented by two 'taster' sessions using the CAP Kickstart materials.
Job Preparation course	The Employability course has been completed reconstructed by Sandie to be accessible and relevant to people, so they are able to prepare themselves for work at their point of need. The course now runs over 6 weeks each term and takes participants through the process of identifying their skills, producing a CV, understanding job applications, and perfecting interview techniques.
Finding Your Purpose Workshop	This has been a new addition to the Adullam offer and supplements both the Living Life to the Full and Job Preparation courses. It takes the form of a workshop, run by Charles, a successful international coach, and allows participants to explore their skills, qualities and find purpose in their life and/or career. This runs once per term.

In addition to the above, we opened up a daily 'accountability' group which met each week day morning for ongoing support, encouragement, focus and purpose for those who wished to participate. This has been a positive interaction for those who took part and is something we intend to continue during 2021.

Despite these courses now being online rather face to face, we have still seen tremendous growth in the confidence and self-esteem of many of our participants. Indeed, the majority are now quite proficient in the use of Zoom technology!

During 2020 we did see the number of referrals drop as everyone grappled with the implications of the Covid lockdown. The closure of Lancashire Wellbeing at the end of 2019 also had a significant impact on the drop in referrals. However, towards the end of the year we have seen numbers of referrals start to pick up again, resulting in a total of 34 new referrals. Over the year Adullam offered ongoing support to 45 participants (See graph below).

We have found that, given the anxiety levels of those newly referred to us, it can take a while for some to build up their engagement with us and we are happy to work with them at their own pace. However, we are pleased to see how many participants' lives have begun to turn around more positively during their journey with us.

It has been a real joy this year to see many of participants return from the previous year and in particular to see the progress that some of our participants have made. Amongst these we have seen:

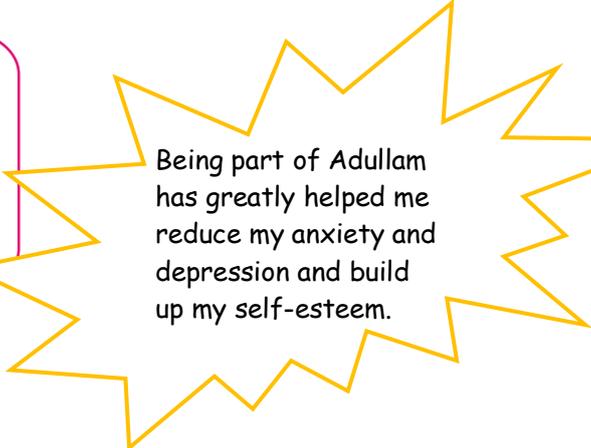
- several participants 'looking out' for one another during lockdown to provide phone calls, shopping and support
- two participants prepare for and undergo essential surgery with confidence despite concerns around hospitalisation during Covid.
- one participant has become a regular 'host' for some of the community activities at our Coffee Time as a result of increased confidence
- several participants taking time to really 'examine' their life struggles and begin to make tangible progress in finding release from these.
- positive engagement with a closed Facebook page that was set up specifically for Adullam participants for mutual support and encouragement during lockdown
- several participants agreed to having their story read out anonymously on the social media page in order to provide hope to others who may be struggling
- two participants agreed to record their stories for sharing at the Adullam Christmas party
- three participants agreed to record their stories for sharing at a Lancaster ICC meeting
- Five participants expressed a desire to undergo adult baptism as a result of finding spiritual growth in their recovery

and many others whose confidence has been significantly improved and are already starting to make better life choices.

Specific feedback from participants has been positive and includes the following comments:



I feel a lot more confident since I joined the Living Life course and have made some good friends.

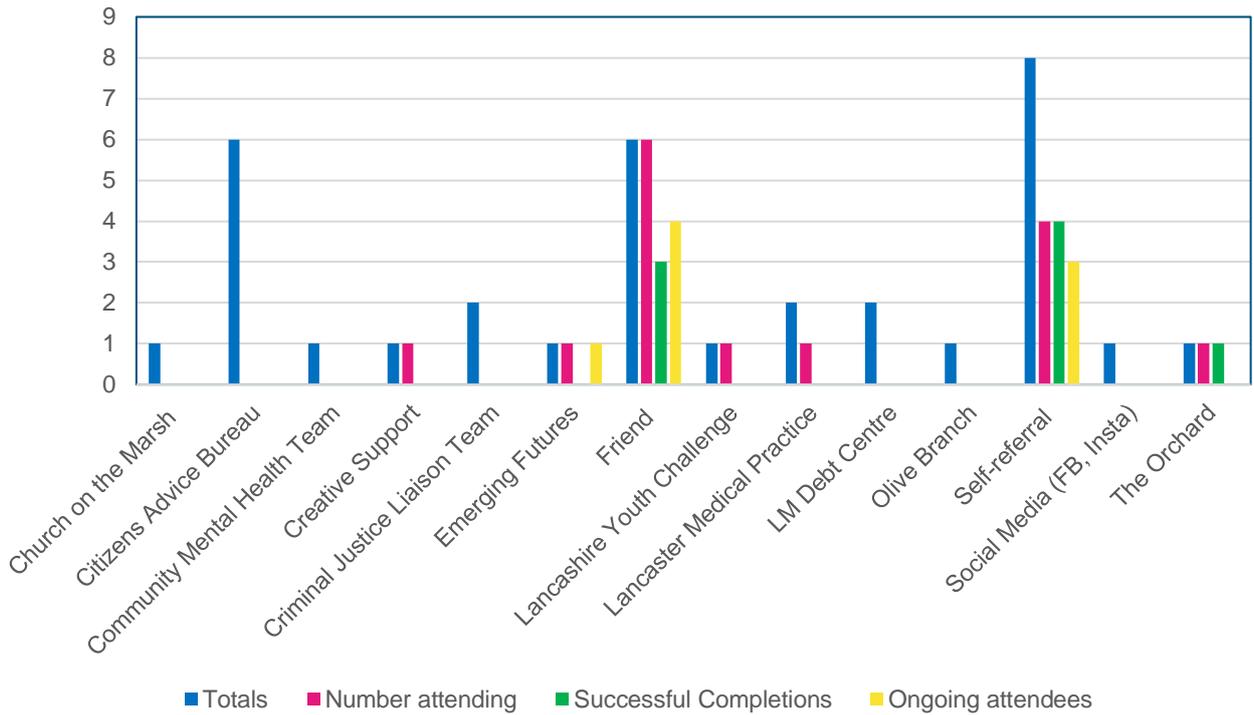


Being part of Adullam has greatly helped me reduce my anxiety and depression and build up my self-esteem.

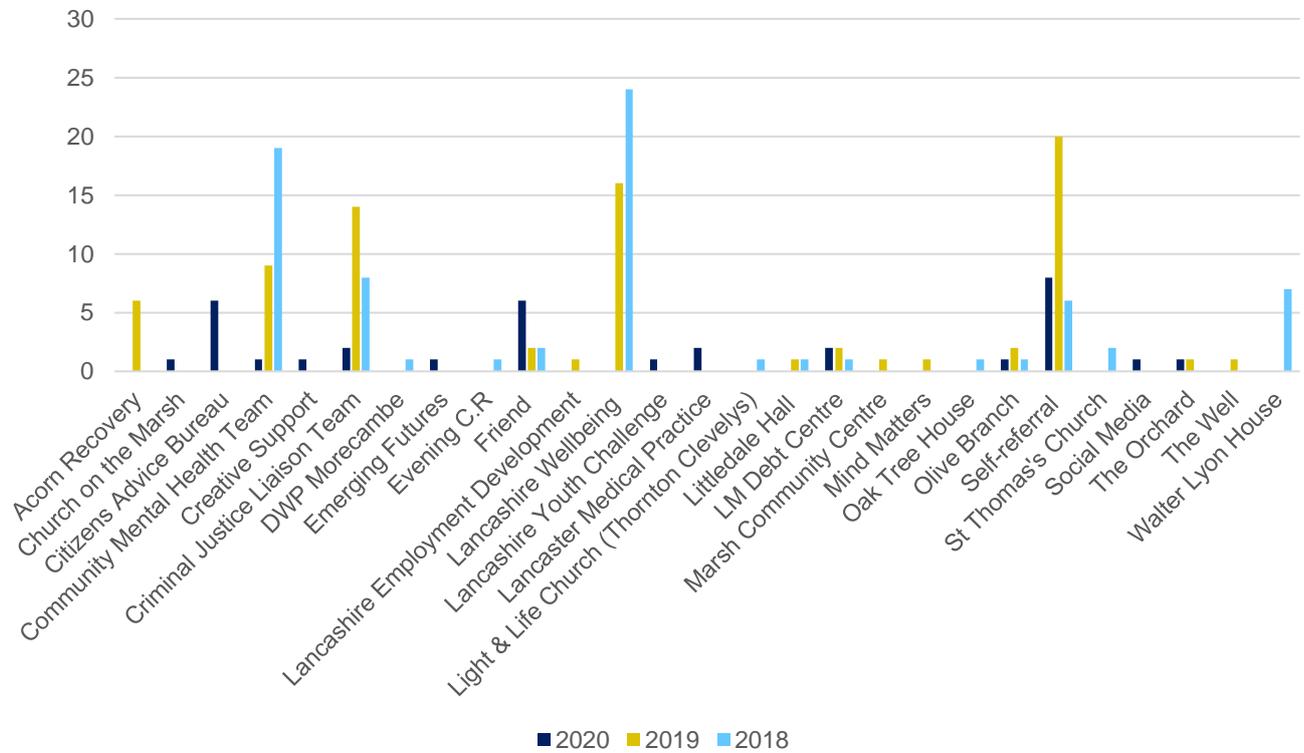


Adullam has given me a great way to connect with people and learn from our mutual experiences.

Community Referrals 2020



Referrals 3 year comparison



In an attempt to continue to raise our profile within the city during 2020, we have worked very closely with the Lancaster Integrated Care Community team, both in terms of receiving referrals and also promoting the

work of Adullam to other support agencies whose clients could also benefit. This has led to additional opportunities to raise awareness of the Community Programme with other agencies, such as Citizens Advice Bureau, Lancashire Youth Challenge, Lancashire Carers, Community Connectors, St Thomas' Family Centre and Positive Futures. This is an area we would like to continue to develop going forward.

We have worked to build on our links with the LM Debt Centre which has enabled discussions to open up around collaborating on the delivery of a CAP Money Course for the benefit of our mutual clients in 2021. Similarly, we have been invited by Lancashire Youth Challenge to submit a funding bid for the collaborative delivery of our Job Preparation course and workshops to their clients, which is planned to roll out in June 2021. These are both exciting opportunities which we are looking forward to build upon.

We were able to partner with St Thomas' Church in joining with their online Alpha course over the summer. A number of our participants engaged with this course as a non-threatening way to explore questions they have around the 'spiritual' side of their recovery. We are grateful to Rev Jon Scamman and his team for facilitating this opportunity.

In addition, thanks to a generous donation made to Adullam, we were able to host a zoom Christmas party / celebration. This event went very well and saw 81 people in attendance. It was a good opportunity to share stories, vision and have fun with partners, agencies and participants, over a meal which was delivered to their door. The feedback we received after this event was very positive and certainly helped to lift the monotony of lockdown for those who came. This type of celebration event is something we would like to do on an annual basis as part of our awareness raising / promotional activity.

Of course, we could not do what we do without the generous support of our volunteers and we are very grateful for all the time, hard work and commitment they have given us over this last year in the 1:1 support of participants, and the planning and running of all our courses. Indeed, one of the highlights during the year has been seeing participants voluntarily supporting one another during a difficult season.

c) Referral Hub

This is the first point of contact for all referrals we receive, and where we can support referees to determine the best access to support for them, whether that be onto Adullam activities or into other services within the local area or beyond. Referrals made to the Adullam activities are referenced above.

We have links with a number of rehabilitation units outside of the region where we can make referrals for those requiring more specialised support or a place of greater safety. This year, we have been able to make one referral into another rehabilitation unit. We aim to keep in contact with individuals who move out of the area so that they might receive the appropriate support if and when they return back to Lancaster.

We also have a small team who volunteer alongside the Chaplaincy at Lancaster Farms Prison. We attend Sunday Services once a month, and a 'Time Out' session fortnightly on a Saturday afternoon, where we have chance to build relationships with the inmates. The intention behind these visits is to work with those men who are due to be released, to ascertain the best resettlement plan according to their needs. This includes referring on to other agencies and/or authorities who could work with the prisoners upon release from prison to put in place plans to prevent reoffending. Unfortunately due to the Covid lockdown, these visits had to temporarily cease from March 2020, although we remain in regular contact with the Chaplaincy to offer our services where we can.

Structure Governance and Management

The Adullam Programme is a charitable incorporated organisation, registered as a charity on 21 August 2018, number 1179623, which is governed by a Constitution (Foundation model). There have been no amendments to the Constitution during the last year.

The Trustees

The Charity began 2020 with 4 trustees: Richard Farrow (Chair), Joshua Fox, Paul Henderson and Leanne Percival. During the year Joshua Fox stepped down as a Trustee and was replaced by Dr Sally Pidd who joined in October 2020. We are also pleased to be appointing 2 further Trustees in early 2021 to enhance the skills, experience and reach of the Board.

We are grateful to have benefitted from the input of three further external advisers from whom we can seek advice and guidance as required and these are: Dr Nick Johnstone (Queen Square Medical Practice); Mr Roy Crowne (Hope Together) and Mr Ron Farrington (Crossgate Church, Preston).

All trustees give their time voluntarily and receive no benefits from the charity. Any new trustees are provided with a copy of the Charity Commission guideline "The Essential Trustee", as well as the Constitution of the charity and the financial statements.

Staffing

With the success of two funding bids during 2020, we have been able to expand our staffing base. The funding has allowed us to increase our Programme Manager roles from 0.4fte to 1.6fte; and these are covered by Sarah Bainbridge and Katherine Leigh at 0.8fte respectively.

We are also very pleased to have seen the addition of a Communications/PR Coordinator during the year, at 0.2fte, and Dave Harrison joined the team in June 2020. Dave has focused very much on enhancing the social media presence both to raise the profile of Adullam as well as to provide relevant content that will allow participants to feel supported during the Covid-19 lockdown, including a five week series on tips for mental wellbeing.

Financial Review

The full 2020 annual accounts are the subject of a separate audit and report, but in summary the year-end financial position was as follows:

	INCOME	EXPENDITURE	BALANCE
	£	£	£
OPENING BANK BALANCE (01.01.2020)			11,122
SALARY		- 21,007	
PLEGGED GRANTS/GIFTS	2,500		
NEW GRANTS/GIFTS (GENERAL)	10,512		
NEW GRANTS/GIFTS (SPECIFIC)	20,711		
RENT (Adullam House)	21,484		
HOUSE RUNNING COSTS (Utilities, insurance, maintenance, equipment, furnishings)		- 12,211	
CENTRAL COSTS (Insurance, mobile phone, equipment, literature, communications)		- 2,678	
COMMUNITY PROG COSTS (Materials for the various courses)		- 495	
DONATIONS (Gifts made at the discretion of the Trustees)		- 3,387	
TOTAL	£55,221	-£ 39,778	
CLOSING BANK BALANCE (31.12.2020)			£26,642

As the above accounts demonstrate, this year has seen significant success in securing the funding for which we are very grateful. This has allowed us to expand our staffing base to enable for the continuation and expansion of our activities during Covid-19. To this end, we have seen a doubling of income thanks to a number of factors:

General Grants / Donations

Dowager Countess Eleanor Peel Trust	£ 2,500
One-off personal donations	£ 1,892
Regular monthly personal standing orders	£ 4,890
Hope Church, Lancaster	£ 1,432
Gift Aid Claim	£ 2,233

Specific Grants / Donations

Lancashire Police Commissioners Community Action Fund	£ 2,200 (ring-fenced for Community Programme)
Lancashire COVID-19 Community Support Fund	£ 4,196 (ring-fenced for staffing)
National Lottery Community Fund	£ 9,815 (ring-fenced for staffing)
Investors in Leaders	£ 4,600 (ring fenced for donations)

All expenditure is used for the running of Adullam and its activities within the Residential and Community Programmes, as summarised above.

The section related to Donations refers to one-off gifts made for the support of specific needs at the discretion of the Trustees and/or as a result of specific donations. For example, one such donation allowed

us the privilege of providing Christmas gifts for the residents at Littledale Hall, some of whom would otherwise not receive anything. A full breakdown of donations is available in the Annual Accounts.

We would also like to express our sincere gratitude to Booths Scotforth, ASDA Lancaster, Sainsbury's Lancaster and Fab Furnishings for donations made to the Adullam Programme which also went towards the Christmas gifts given to Littledale Hall and Adullam participants.

This year has seen the development of a Give.Net website to allow for the promotion of fund raising on the Adullam website and social media platforms. We have also enrolled with Amazon Smile UK which will generate donations against specific purchases from members.

This year has seen a significant milestone in the life of the charity in the doubling of its income from 2019. We are extremely grateful to all those who have provided grants, one-off donations and regular standing orders to the Adullam Programme. Without these, we would be unable to support as many people as we do, and we are deeply encouraged by this demonstration of confidence in the work of Adullam.

Remuneration policy

Our aim is to reward staff, irrespective of seniority, competitively, informed by the following principles:

Fair:	We will not discriminate rewards for reasons of race, colour, faith, gender, sexual orientation, age, disability or any other legally protected characteristic
Competitive:	Levels and types of reward will be determined by the size and scope of the role, and informed by comparisons with peer organisations.
Differentiated:	We will differentiate reward decisions on the basis of performance - a combination of what is achieved and the way in which it is done.
Compliant:	Our pay processes will account for the correct treatment of tax and national insurance, and reflect national guidance on minimum levels of earnings
Affordable:	All reward decisions will be influenced by the extent to which we can afford them. This will include criteria such as income, expenditure and cash flow
Total Reward:	Our rewards will balance pay, employee benefits, training, development, operating environment and staff well-being.

The Next 12 Months

The main priorities for the next 12 months are:

- To appoint additional trustees with a breadth of knowledge in recovery, governance and business sectors who can guide and grow the Charity.
- To secure further funding for salaries, equipment, resources etc, via a mixture of funding bids, donations and fundraising events.
- To increase the offer within the Community Programme including rolling out a CAP Money course and the Job Preparation course with Lancashire Youth Challenge.
- To secure funding to allow us to appoint a male Community Coordinator who could facilitate a tailored programme which would solidify our offer for men.
- To establish more of a presence in the city through the renting of 'shop front' premises or similar that will raise the awareness of Adullam.
- To continue to recruit members for our residential programme and to achieve a greater security within our Occupancy Agreement on the Adullam House with Hope Church, and to explore other residential properties, as an expansion of the residential programme
- To broaden our networks with the local and national statutory agencies and authorities to promote our work and receive and/or make referrals.
- To start an e-commerce business which will help financially fund the charity and provide valuable work experience/paid employment for the attendees of our courses.