

**PROJECT COLT
AND
COLT ENTERPRISE CALDERDALE LTD**

**REPORT AND FINANCIAL STATEMENTS
FOR YEAR ENDING 30th APRIL 2021**

Charity Number: 1098268

**Company Number: 5460328
VAT No: 106 4202 63**

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Legal and Administrative Information

Charity Name: Project Colt

Charity Registration: 1098268

Company Registration: Colt Enterprise Calderdale Ltd
Registered Number: 5460328

Registered Office: Bridgefield Mill
Place of Operation: Elland Bridge
Elland
HX5 0SG

Management Committee

Danny Barker (Chair)
Francis Nowell
Paul McMahon
Jane Mitchell
Etim Essang GP

Senior Management

Mary Spencer	Chief Executive Officer
Emma Bainbridge	Project Manager
Paul Brannigan	Manager Colt Enterprise

Accountants - Atrament Ltd: 1 Cliffe Cottages, Roper Lane, Thurgoland, Sheffield S35
Registered Number: 06365590

Bankers – Lloyds TSB for Colt Enterprise and RBS Bank and CAF Bank for Project Colt Charity

Executive summary

Like so many other organisations this past year has been a pivotal year for us. We experienced significant turbulence and change due to several factors:

- Loss of a long-standing probation contract in 2019 along with the loss of staff and capacity due to this was still felt in 2020
- Covid-19 and the impact thereof on our clients, programmes, business and staff's mental health and wellbeing
- Increased funds available under the charity, while we experienced significant negative impact at our mattress recycling centre and charity shop due to extended periods of closure for our suppliers and reduction in our opening hours
- Changes to our organisational structure, implementing changes for succession and future sustainability

However, during this turbulence it was also a year that allowed us to reflect anew on who we are and what we are about. This piece of work has been good and allowed us to celebrate successes, affirm what is good, mourn our losses, renew our hope, and enable us to commit to the new future.

I am so thankful and proud of our trustees, staff, and volunteers who worked so hard to negotiate this year of the pandemic so skilfully and sensitively. At times they also suffered with the impact of Covid, nevertheless they pushed through. Our beneficiaries experienced a tough year due to the impact of isolation and social distancing on them. We have lost some of our close friends along the way, and yet, most have done well, and continue to make me feel so grateful.

This report will reflect on these changes, celebrate our successes, and attempt to communicate our hopes for the future.



Mary Spencer (CEO)

Annual Report – year ending April 2021

The Trustees of Project Colt, who are also the sole member of the charitable company, Colt Enterprise, for the purpose of the Companies Act, are pleased to present their annual report and financial statement for the year ending 30 April 2021. This report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes a directors' report.

What We Do....

Project Colt, in Elland on the outskirts of Halifax, supports adults in Calderdale with drug and/or alcohol issues to achieve sustainable, healthy lifestyles free of addiction. 'Colt' stands for 'Change of Lifestyle Training' emphasising our holistic approach to overcoming substance use. Our work is highly professional, and fully accredited by the Calderdale Clinical Commissioning Group.

For us, it has led to translating this into the following social **mission** statement: **Changing Lives for Good**

Pursuing our mission is underpinned by a set of **values** that drives us.

- **You are valued** (each person here - staff, volunteer, beneficiary, and client have significance in who they are)
- **You have purpose** (each person here has purpose – nobody is 'excess to requirement')
- **You can grow** (each person here deal with some level of brokenness, and each person have the potential to grow)



**Personal
Approach**



**Welcoming
Atmosphere**



**Passionate
Team**

As a result of this, our **vision** statement has been defined as: **Help people on the journey of self-discovery to recovery.** All our work is therefore steered by these principles and our programmes reflect this.

Project Colt employs a small team of four part-time staff; receives around 130 new referrals each year of which 40-50 are likely to be 'live' at any one time. Colt Enterprise employs 6 staff, sells several tonnes of preloved furniture, 100's of new beds, mattresses and white goods each year, along with supporting some of the most vulnerable in society with home starter packs (something to sit on, eat from, lie on, and cook from).

Achievements and Performance

Project Colt

Weekly we have heart wrenching phone call or email as indicated below:

"hi, my name is... and I am phoning for help because I have just received an eviction notice and will lose my home. Presently I am clean and have been for the past two years. But I am very scared that through this stress I will [expletive redacted] it up. I'm on my own and don't know what to do. Please can you help me?"

"I am messaging because I have become increasingly conscious that I need to stop my drinking. I'm not day drinking or it affecting things because I'm keeping it secret - still in a full time job and successful relationship. But I'm drinking way too much on my own on a night when no one knows, and I can't stop despite trying multiple times. I'm really embarrassed about it."

Some statistics for the past year

Individual
assessments = 90

Group work hours
delivered = 9,920hrs

Addiction support 1-2-1
work = 30 clients with 12
sessions per client

Average group size –
8-12 people

Brief interventions = 20

Family of client's
support = many

Referrals to other
agencies = 13

Our Year

During the first lockdown we initially had to close our in-person group work, but Zoom did not work as beneficiaries' isolation can easily lead them back to old behaviours and poor mental health. Boredom has been a serious factor, one beneficiary saying, 'the worst place is in my head'. We responded by changing our working practice to facilitate much smaller groups, allowing for in-person meeting whilst keeping Covid-secure.

Many beneficiaries expressed they want help with their immediate needs and issues around housing. They have asked specifically for different types of interventions and skills support, social interaction, and a walking group (most service users have gained significant weight through comfort eating). We hope to introduce these soon.

Numerous beneficiaries have expressed the need for meaningful work opportunities and skills.

Family members of clients continue to strongly urge us to maintain the level of support to those caught in addictive behaviours as they see the pain and destruction in the lives of their loved ones.

We recently asking a number of beneficiaries what Colt means to them. They said:

"this place is home"

"this place gives me purpose"

"without this place I will not get out of bed"

"without this place I might get into all sorts of trouble"

"this is my family".

Colt Enterprise

Project Colt comprises two separate but closely linked entities, based together at Bridgefield Mill in Elland. Our Social Enterprise namely Colt Enterprise Calderdale Ltd provided: -

- Work Experience and Volunteer opportunities
- Conditional Caution placements from WY Police cells / Restorative Justice
- Affordable goods to those on low income and wider public
- Home Starter packs – something to sit on, sleep on, eat from and cook on. This is for people struggling to set up home due to various circumstances, including fleeing violence, rough sleeping and sofa serving, family breakdowns, unemployment and health related issues.
- Recycling of mattresses
- Upcycling of old furniture

Some statistics include

Home Starter
Packs = 48

1544 beds recycled
and saved from
landfill

Our volunteers
delivered 2508
hrs of
volunteer work



During the past year we delivered **48 home starter** packs to clients and families most in need. These were **made up for individuals and families** fleeing domestic violence, seeking asylum, homeless, rough sleepers, those struggling with mental health issues, relationship breakdown, family breakdown, job loss, resettling after prison, fleeing abuse and health related issues.

The starter packs contained small items and furniture, single and double beds, mattresses, dining table with chairs, cookers, fridges, sofas, wardrobe, drawers, washing machine, freezer, carpeting/flooring, dryer, microwave, settee, reclining chair, bedding, tumble drier, crockery, bins, kettle, toaster, utensils, pans, curtains, curtain poles.

During the past year we have made a wonderful little video that reflects on who we are and what we do - <https://www.projectcolt.org.uk/about>

Our Impact

We value the input of our clients and during the last months of this financial year we consulted with 94 people. They expressed that they want the maximum in-person contact within safe working guidelines, as loneliness during the pandemic has proved a serious mental health issue for our community, bringing with it risk factors in terms of relapse. They have also expressed a need for more holistic support – walking groups, skills building, help with housing etc.

Our early 2021 impact assessment sample of 13 beneficiaries (who, it should be noted, had not all finished their time with us) showed reduction in drug use of 63.5%. Five of our 13 (38%) achieved new abstinence. Alcohol reduction improvement was 53.8%. Six of our 13 (46%) achieved new abstinence. Recovery capital showed an average improvement of 47.5%. These recovery capital indicators: physical health; meaningful activity (e.g. volunteering with Colt Enterprise); community; emotional health; accommodation; finances; offending and family/relationships are fundamental to our theory of change – they are vital elements of sustaining healthy recovery for the long term.

From speaking with half a dozen clients (May 2021) whom we were able to reach easily, who completed their work with us at least a year ago, all have remained abstinent (for between four to seven years).

We also gather **case studies**. Here is one from this year:

‘A’ self-referred in January for help and support with addressing her drug and alcohol misuse. ‘A’ informed us that social services had recommended that her two children (with her ex-partner) were to reside with Dad due to allegations made regarding her cocaine and excessive alcohol use. ‘A’ was highly motivated from the start and agreed to weekly 1-1’s to include random and supervised urine tests to prove her abstinence.

‘A’ engaged well throughout and demonstrated this through her test results, despite a lapse on two occasions which she described as ‘giving her the kick up the bum she needed’ to spur her on again. As part of a brief intervention, ‘A’ adhered to a harm reduction regime in which she implemented her own personal drinking rules, specifying she would not drink alone or during the day, without food or exceeding an agreed daily amount. This became a starting point for her stabilisation which allowed for a reduction to abstinence. Discussions around her reasons for using alcohol enabled ‘A’ to explore the habit-forming process and identify the progression from her recreational use in younger years.

Indicator	Start point	At 12 weeks	improvement
Drug use	1/5	4/5	75%
Alcohol use	1/5	4/5	75%
Physical Health	2/5	3/5	25%
Emotional Health	2/5	4/5	50%
Meaningful use of time	1/5	2/5	25%
Social connectedness	2/5	2/5	0
Accommodation	5/5	5/5	0
Money	5/5	5/5	0
Family relationships	2/5	3/5	25%
Offending	5/5	5/5	0



For indicators 1) and 2) (recovery)

1 = 'Stuck' 2 = 'Accepting Help'
 3 = 'Believing, starting to make changes'
 4 = 'Learning' 5 = 'Not dependent/Abstinent'

Other recovery capital indicators

1 = very poor 5 = completely satisfactory

'A' has achieved her long-term goal of abstinence and was working alongside CAFCASS (Children and Family Court Advisory and Support Service) and the Family Intervention Team towards overnight stays and increased contact with her children. 'A' is keen to continue engaging and is interested in joining the ladies' self-esteem group.

Partnerships

We work closely with a range of other organisations including three supported housing providers, the local Council, several local GP surgeries, Council-run recovery services, the local police and other criminal justice system agencies, numerous other voluntary and public sector bodies through referrals in both directions. 60-70% of our beneficiaries come to us via probation or other recent criminal justice contact. Half are outpatients receiving ongoing treatment from GPs or specialists. Domestic violence has been a factor for c.25%, hence we are in very close contact with agencies in all of these areas.

Key agencies in the community we add value to (and vice-versa) are Humankind, Basement Project, the Women's Centre, Alpha House, The Gathering Place and Second Chances, Kings Church, Claver Hall Bradford, Halifax Opportunities Trust and Happy Days. We receive referrals from across the network above, as well as from local GPs and West Yorkshire Police and Probation Services.

Financial Review

During this past year we have developed our internal management systems, and although this was well overdue, it was very timely and beneficial. One can really see the impact of Coronavirus on our finance during this year. We are so thankful to the government and all those funders that committed their funds to us to develop safe and appropriate services to some of the most vulnerable people in our area. We were impacted on two levels.

1. **The Charity** could gain significant funds to provide the necessary service, and in the process has grown in turnover £50,746 to £168,018. We foresee a drop again over the next year, but not as far as the starting point.
2. **The Enterprise** had to close the doors for considerable periods of last year because of the lockdowns. As a result, our trade has suffered. It was the same impact on several of our suppliers, with the consequence that our recycling of mattresses has declined significantly too. However, we could still provide some basic services, and we still continued to work with a small number of long-term unemployed volunteers, and those from recovery backgrounds, creating a support structure that they needed. Also, due to financial support we were able to survive the year and are looking forward to engaging 2021 with new vigour. Our financial position shifted income of £214,292 in the previous year to £233,404.

Funders

This year saw several funders supporting us during a very tough time. We are so grateful to them and their commitment to our cause here in Calderdale. We are especially thankful to Lloyds who started to support us in 2019 and stepped up their support further throughout this time – their commitment to us has really set us on a trajectory of security and growth. Our funders for 2020-21 are:

- Garfield Weston Foundation
- Sovereign Healthcare Community Programme
- Reaching Communities
- Lloyds Bank Foundation
- Sir George Martin Trust
- Lloyds Covid
- Community Foundation for Calderdale
- Calderdale Council
- Groundwork UK
- Hilden Charitable Fund
- Charles & Elsie Sykes Trust

Plans for the future

During early 2020 trustees, management, staff, and volunteers participated in several sessions to establish clarity around our identity and aims. These are already reflected on throughout the report. However, we have been very clear about what we want to see, and below we have captured what we will work on over the next few years.

Aims

- **Improve Local recognition** - more customers and more volunteers.
We will allocate time to be proactive in participating in networks, do outreach in local communities and develop clear branding and pathways to Colt services.
- **Maintain Effective Recovery Support** - to see healthy, addiction-free lifestyles in our area.
We will continue to build our programme and implement more effective measures to monitor clients' progress and the impact of the service on their lives. We will develop our resources that we build up over several years into clear teaching and support programmes and manuals. We will continue to employ staff who are qualified to support our clients' recovery journey with knowledge and skill.
- **Establish a Healthy Organisation** - improved Governance, Operations and Finances.

We will support existing trustees with appropriate measures to make effective decisions. We will recruit new Trustees in areas where we lack. We will develop our infrastructure to facilitate changes and growth. We will implement more effective monitoring, evaluation, and tracking systems. We will allocate resources to ongoing fundraising and seek out contracts to support and develop our work effectively.

- **Renew and develop our building** – breathing new life into it.

We will invest in our building, update old and defunct spaces, repair the roof, install appropriate heating, build a flood wall and renew our charity shop. We will streamline our offer through the shop and attempt to make our place a destination where people like to visit and feel great when they do.

We know the above will not just happen overnight, but we have made the decision to start!



CHARITY COMMISSION
FOR ENGLAND AND WALES

PROJECT COLT

1098268

Receipts and payments accounts

CC16a

For the period
from

Period start date
01/05/2020

To

Period end date
30/04/2021

Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Donations	1,446	-	-	1,446	2,408
Interest and dividends	22	-	-	22	7
Gift aid tax recovery on donations	168	-	-	168	178
Grants received	3,661	143,321	-	146,982	40,547
Donations from Social Enterprise	18,200	-	-	18,200	7,606
Training income	1,200	-	-	1,200	-
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	24,697	143,321	-	168,018	50,746
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	24,697	143,321	-	168,018	50,746
A3 Payments					
Cost of charitable activities	13,307	86,438	-	99,745	58,323
Management and administration	669	4,162	-	4,831	2,768
Support costs	-	-	-	-	186
Interest and bank charges	212	8	-	220	12
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total	14,188	90,608	-	104,796	61,289
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	14,188	90,608	-	104,796	61,289
Net of receipts/(payments)	10,509	52,713	-	63,222	- 10,543
A5 Transfers between funds	558	- 558	-	-	-
A6 Cash funds last year end	- 145	3,532	-	3,387	13,930
Cash funds this year end	10,922	55,687	-	66,609	3,387

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Funds in charity bank account	3,547	55,687	-
	Cash in hand	139	-	-
	Funds transfered by Social Enterprise	7,236	-	-
	Total cash funds	10,922	55,687	-
	(agree balances with receipts and payments account(s))	OK	OK	OK
B2 Other monetary assets	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
	Prepayments	8,361	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
B3 Investment assets	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
			-	-
B4 Assets retained for the charity's own use	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
	Office and computer equipment	Restricted	4,447	2,964
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
B5 Liabilities	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
	PAYE/NIC deductions from salaries	Unrestricted	3,151	
	Accruals	Unrestricted	4,174	
			-	
			-	
			-	
Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval	

PROJECT COLT
GRANTS YEAR TO 30 APRIL 2021

Funder	Opening balance at 1 May 2020 £	Grant Receipts £	Grant Expenditure £	Grant Amortisation £	Transfer to unrestricted funds £	Closing balance at 30 April 2021 £
Covid 19 Response (revenue)	0	26,061	26,061	0	0	0
Covid 19 Response (capital equipment)	0	1,152	0	384	0	768
DCMS	0	30,332	30,057	0	0	275
Garfield Weston	0	15,000	1,714	0	0	13,286
Groundwork UK (revenue)	0	18,856	15,023	0	0	3,833
Groundwork UK (capital equipment)	0	200	0	67	0	133
Hilden Outreach	0	5,312	1,460	0	0	3,852
Lloyds Enable (revenue)	0	11,836	11,836	0	0	0
Lloyds Enable (capital equipment)	0	3,095	0	1,032	0	2,063
Lloyds 2021	0	20,000	0	0	0	20,000
Lloyds TSB	3,387	0	3,387	0	0	0
Sir George Martin	0	3,000	0	0	0	3,000
Sovereign Health Care	0	4,000	0	0	0	4,000
Coronavirus grants	145	4,477	(413)	0	558	4,477
	3,532	143,321	89,125	1,483	558	55,687

Release of grants to profits:

Expenditure in year as above	89,125
Amortisation	1,483
Total per accounts	<u>90,608</u>