



SOS Bus Norwich CIO
Registered Charity No. 1208922

Trustee's Annual Report to the Charity Commission



From 1st July 2024 to 31st March 2025
(First Year of Charity Operation)

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1.0 What is the SOS Bus?

The SOS Bus was set up after two teenagers were found dead in the river in late 2000, after a night out in the city clubland area. A short while later a third young person was found dead in the toilets of a city nightclub due to alcohol related problems.

Following these tragic events, it was decided that the city centre needed to be made safer for any person visiting the area, regardless of whether they'd consumed alcohol or not. Following on from these events the SOS Bus was established and was launched in April 2001.

The SOS Bus is a multi-agency initiative to meet the needs of any person in Norwich's clubland at night. It is a first point of contact for those whose well-being is threatened by the inability to get home, illness or injury, emotional distress or other vulnerability. The SOS Bus operates from 9:30 pm to 3:30 am on some Friday and Saturday nights. The team of volunteers alongside the medical and security personnel are all there to provide a safe space in the heart of Norwich for anyone who needs help. They're dynamic, responsive to a diverse range of problems and hugely dedicated.

People can access the service by walking in off the street or can be brought in by friends or members of the public. Pubs, clubs, members of the public and emergency services can call the SOS Bus for assistance and advice if they have a concern about someone's wellbeing.

The service also has a mobile support vehicle to respond to calls for help and transfer clients to other support providers (e.g. A&E or transport hub).

There remains a tremendous amount of admiration, respect, investment in and loyalty to the SOS Bus from both the volunteers and the public of Norwich, which we're immensely proud of and endeavour to maintain and grow as the charity develops.

2.0 Charity Information

Charity Name:	SOS BUS NORWICH CIO
Registered Charity Number:	1208922
Charity Creation Date:	1 st July 2024
Charity Address:	Rouen House, Rouen Road, Norwich, Norfolk, NR1 1RB
Reporting Period:	1 st July 2024 to 31 st March 2025 (first annual report)
Bankers:	Co-Operative Bank - Norwich
External Examiners of Accounts:	Mr Martin Fairchild ACMA CGMA
Governing Document:	Constitution of a Charitable Incorporated Organisation The only voting members are the charity's trustees (foundation model constitution)
Trustee Selection:	By Appointment

2.1 Charity's People

Board of Trustees

Current Trustees

Jamie Mather	Trustee (from creation to present)
	Chair of Trustees
	Named Trustee for Safeguarding

Steve Ginn	Trustee (from creation to present)
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Beth Williams	Trustee (from creation to present)
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Past Trustees

Colin Lang	Trustee from 15 th November 2024 to 5 th March 2025
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Trustee Administrator

VACANT

Trustee Meeting Attendance

	3 July 2024	18 Sept 2024	28 Sept 2024	9 Oct 2024	15 Nov 2024	12 Dec 2024	17 Jan 2024	14 Feb 2024	21 Mar 2024
Jamie Mather	✓	✓	✓	✓	✓	✓	✓	✓	✓
Beth Williams	✓	✓	✓	✓	✓	✓	✓	✓	✓
Steve Ginn	✓	✓	✓	✓	✓	✓	✓	✓	✓
Colin Lang					✓	x	✓	x	

Operational Management Committee

Belinda Buxton VACANT	Operational Manager Deputy Operational Manager
Tim Lukoševičius-Spooner Abi Debnam	Finance Co-Leads Finance Co-Leads
Sara Kelleher VACANT	Rota Coordinator Deputy Rota Coordinator
VACANT VACANT	Social Media & Communication Lead Deputy Social Media & Communication Lead
Paul Debnam VACANT VACANT	GDPR Lead & IT Lead Deputy GDPR Lead Deputy IT Lead
Tracy Slater VACANT	(Designated) Safeguarding Lead Deputy (Designated) Safeguarding Lead
VACANT Sarah Abbott VACANT VACANT	Fundraising Lead – Bids, Sponsorship & Grants Event Fundraising Lead Deputy Fundraising Lead – Bids, Sponsorship & Grants Deputy Event Fundraising Lead
VACANT VACANT	Training & Development Lead Deputy Training & Development Lead
Tim Lukoševičius-Spooner VACANT	Vehicle Operations Lead Deputy Vehicle Operations Lead

Operational Volunteers

Who's On Shift?





Shift Coordinator
(on-shift line manager)

Partnership
Healthcare Professional

Shift Support Volunteer

Shift Support Volunteer

Shift Support Volunteer

Partnership
Security Officer



Support Vehicle Driver

Partnership
Emergency Responder

Shift Support Volunteer

+

On-Call
Contact

3.0 Charity's Aims & Objectives

3.1 CIO Objective (According to Constitution Document)

“To relieve the needs of people in Norwich and the surrounding areas by the provision of mobile public care services to help people on the streets and other public places, giving guidance, support and signposting which assist in preserving public order, avoid anti-social behaviour, relieve sickness and preserve health.”

3.2 Our Vision



Our Vision

- The **nighttime community** of Norwich to be safe, healthy, empowered and protected.
- Our **emergency services** to have maximum capacity to assist people most in need of their help within Norwich's nighttime community.
- Norwich's nighttime economy consumers to adopt **safe, wise and healthy habits** and have sensible plans for the entire length of their evening.

3.3 Our Mission Statement

Serve the health and welfare needs of Norwich's nighttime economy community, by responding to their call for assistance or presentation to our service, when they're in distress or need of help.

Optimise use of emergency services, during nighttime economy peak-times, by aiding them with appropriate calls, we can manage, or receiving clients from their care, that we can assist with.

Supply a safe, judgement free space for advice, signposting, support of statutory/emergency services and planning people's way safe journey home after their evening out.

3.4 Our Values



3.5 Our 'Strapline'

We inherited with the service from the previous management organisation the strapline for the service:

“A safe space in the heart of Norwich”

3.6 Our Strategy

Our Strategy

- Continue the **legacy**
- Build **financial sustainability**
- Continue working with **partner organisations**
- Integrate into the **wider community**
- **Educate** using our experience



As summarised above, our strategy is to:

Continue the legacy of the 24-year-old service, under an independent volunteer led charity, by building a well-structured, accountable, effective and sustainable organisation to deliver the service.

Build financial sustainability, to secure the future of the service, through working with sponsors, financial and material/resource donors and statutory agencies to raise funds and material donations necessary for the service to run. When able, increase the service provision (in terms of number of service delivery session – ‘shifts’) when the finances permit.

Continue to work with partner organisations to integrate our services alongside statutory agencies and nighttime venues and work with other charities and organisations; be able to signpost appropriate people to other organisation’s services, during our service delivery.

Integrate the organisation into the wider community it serves by providing outreach and health promotion at community events, spreading positive messages about having a healthy and carefully planned night out and raise support and funds for our cause.

Using our **experience and expertise, contribute to the education** of current and future nighttime economy users regarding safe consumption habits and evening planning to reduce the number of some types of presentations to our service.

4.0 Charity’s Activity & Performance

4.1 Strategic Successes

Following hard work from some loyal SOS Bus volunteers in April to July 2024, the SOS BUS NORWICH charity was formed and registered with the Charity Commission. Three former SOS Bus volunteers/medical team members, with governance, leadership and trustee experience were appointed as trustees of the new charity and begun planning the transfer of the service.

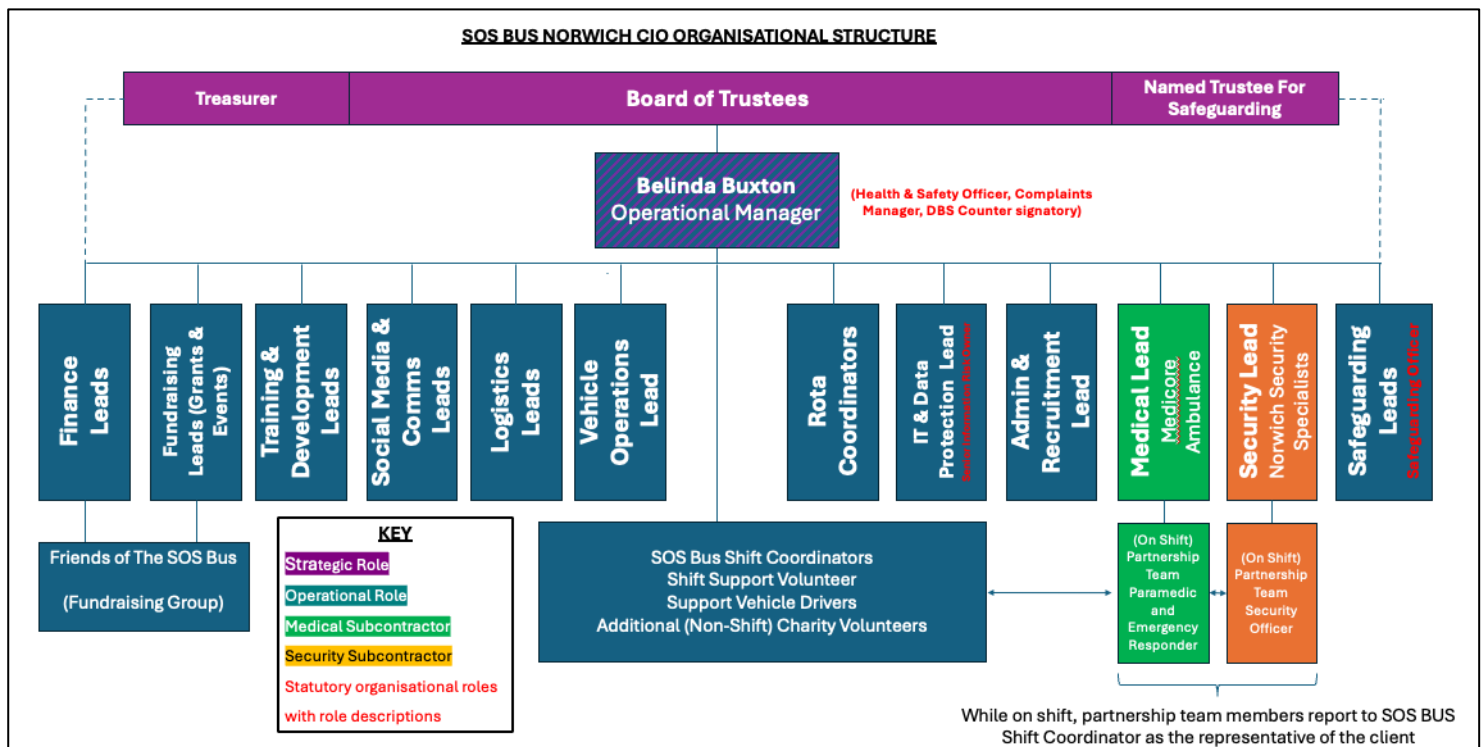
In September 2024 the trustees negotiated the transfer of the service from its previous management organisation to the SOS BUS NORWICH charity (CIO).

On 1st October 2024 the charity took over the assets and management of the service, which reflected an enormous amount of hard work from the trustees, the previous management organisation and their respective legal teams. The trustees are grateful for all parties’ commitment to the shared aim during the transfer.

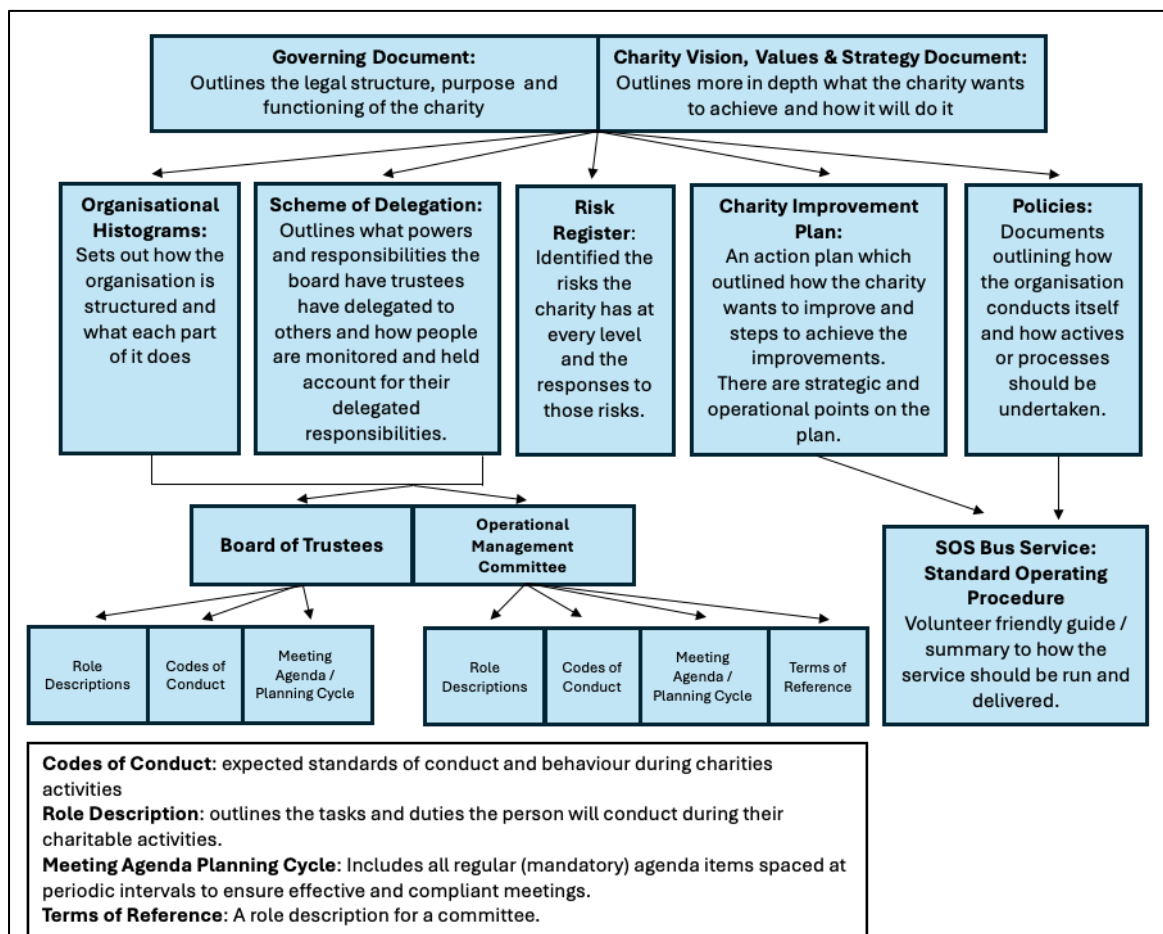
The trustees’ main goals were creating sense of stability after the transfer while producing and embedding systems, processes and structures for the ongoing functioning and growth of the service and charity.

Trustees were tasked with developing a vision for what they wanted the charity to do. The primary objective is to run the SOS bus service. Trustees established values and a strategy, for what they wanted to achieve ([Section 2](#)).

Trustees rapidly established the necessary structures within the charity including the creation of the Operational Management Committee (OMC) and respective terms of reference and a scheme of delegation for the OMC. All operational leads (OMC members) were approved in their posts and the plan to increase capacity by appointing deputies for each lead is ongoing.



Trustees established all key organisation documents including a Charity Improvement Plan (ChIP), Risk Register, approved volunteer role descriptions and code of conduct for all charity roles. They have additionally contributed to, reviewed/approved all the charity's policies (below).



The charity underwent a governance review in March & April 2025, the outcome of which will aid planning in the 2025-26 financial year.

Trustees and the Operational Manager also met with past major statutory funders who were impressed with what the charity had achieved in 6 months, and a dialogue is ongoing with them about future opportunities to work together.

4.2 Operational Successes

After creation by the trustees, the OMC met for the first time in October. In April 2025, they reflected and recounted their successes and progress in a joint review meeting with trustees:

IT and Data Protection lead:

- Transferred all website hosting and domain from previous management organisation
- Secured a free Microsoft Office 365 licence for charities which now forms the backbone of the organisation
- Digitalised client contact forms and shift coordinators log, using donated shift coordinators laptop
- Established all cyber security and backup processes

Finance Leads:

- Current and saving account opened and being effectively maintained
- Streamlining and rationalising of fixed overheads and non-service delivery costs
- Registering the charity for Gift Aid
- Regular presentation of financial situation to trustees and OMC

Fundraising Support Lead & Operational Manager:

- Significantly raised the local profile of the SOS Bus amongst businesses and the public and multiple leaders of Norfolk organisations have visited the service
- Submitted multiple successful bids for funding/grants
- Increased SOS Bus's presence at community events including Norwich Pride and fairs/fetes
- Arranged for organisation's events (quizzes, open mic nights etc) to support the charity and organisations to nominate us as charity of the year



An example of a local event supporting the charity

Safeguarding Lead:

- Safeguarding training completed by 100% of active volunteers
- Safeguarding updates and guidance sent round to all volunteers
- Monitoring for safeguarding reports and responses remain ongoing
- Volunteers feel safe and supported when contributing to charity services
- Clients regularly express feeling safe and well cared for when using our service

Rota Lead:

- Sustained volunteer commitment and amazing willingness to be flexible and cover last minute when needed
- Safe levels of volunteers for all past and immediately upcoming shifts

Operational Manager & Other Operational Updates:

- We've formalised the recruitment process for new volunteers and continue to have enquiries on a weekly basis and have prospective volunteers moving through all stages of the recruitment process.
- We've ensured all volunteers have agreed to their charity code of conduct, reviewed their role description and undertaken mandatory training
- We're expanding the use of our volunteer management system to streamline as many compliance / data recording processes as we can
- Progressing our client interaction data capturing and analysis to help direct the future of the service
- We're forward planning shifts for the next year
- We have good dialogues and leader-to-leader relationships with partner organisations and other nighttime welfare services

4.3 Charitable Output

For our mission and we've developed performance indicators which indicate the success of our service. The indicators are aspects of the charity's output which we believe are most important to stakeholders and the public.

Since taking over management of the SOS Bus on 1st October 2024, the service has...



4.4 Performance Against Plans & Objectives

In the charity's vision, value and strategy document the trustees set some key high-level targets on what they wanted to achieve at 6 months after running the service.

The following table reflects updates up to the 31st of March 2025.

By 6 Months after commencement of running the Service (1st May 2025) the charity MUST have:

Target	Update
A board of trustees which has sufficient expertise and capacity to function	PARTIALLY COMPLETE - Following a skills audit and strategic capacity assessment, recruitment of 2-3 additional trustees with specific skills (finance, legal/compliance, PR/marketing) is ongoing.
All organisational documents are in place and their associated processes are in action (scheme of delegation, ChIP, risk register, meeting agenda planning cycle)	COMPLETE - Document review, amendment and approval is ongoing as the charity changes / matures.
<u>The most essential</u> policies received from the service transferors have been reviewed, revised and re-approved to mirror the good governance values we're striving for	COMPLETE - Policy review and new policy authorship is ongoing.
Sufficient funds to continue its work (at the current shifts per month rate) and a sustainable financial model to do maintain that	PARTIALLY COMPLETE - We have been fortunate to receive financial support since commencement; this has allowed us to continue to cover a reduced number of shifts per year. However, we are still working on securing longer term financial security. Through our independence, we have an established running mode, with significantly reduced overheads/fixed costs, without comprising on operational output or quality of running the charity.
An operational management committee is established and functioning with terms of reference and an appropriate scheme of delegation from trustees; with the operational manager and all section/portfolio leads have received and agree to their role description & code of conduct and are 100% trained and equipped for their role	PARTIALLY COMPLETE - The OMC is established with a scheme of delegation and terms of reference (both of which are being reflected upon and amended as the OMC matures). All leaders have agreed to their role descriptions and codes of conduct. Outstanding is role specific training which is a key action for the next 6 months.
All volunteers have received and agree to their role description & code of conduct and are 100% trained and equipped for their role	COMPLETE - All codes of conduct signed and returned. Additional mandatory training – mental health awareness is being added soon, but all active volunteers have 100% compliance with all current training.

5.0 Charity's Improvement & Development

5.1 Strategic Areas for Improvement

All charity leaders and volunteers have worked tremendously hard over the last 6 months; however, trustees recognise it's been a significant undertaking and sacrifice for many, motivated by wanting to establish the charity and create stability, but the hours of commitment and investment of a small group of people need sharing to create a sustainable management model.

So, for the 2025-26 financial year the trustees' crucial aims are to create capacity / reserve at both a trustee board and OMC level. This will be achieved by:

1. Recruitment at strategic and operational leadership level.
2. Educating, upskills and coaching new strategic and operational leaders to fully fulfil their taskings.
3. Prioritising & delegating appropriately, while maintaining high standards.

Additionally securing sufficient funds to be able to plan greater than one year in advance is crucial to allow the charity to grow. A multi-modal fundraising strategy is a crucial key to this succeeding. Trustees intend to continue to engage with government/statutory and private/business funders.

5.2 Operational Areas for Improvement

As part of the trustees aims, the OMC were given an action plan for the 2025-26 financial year, by the trustees outline key high level operational areas for action, summarised below:

- Complete role specific training
- Increase OMC capacity through appointing deputies / co- role holders
- Policy authorship, development, review and implementation
- Increase recruitment of client and non-client facing roles to create sustainable running of the service
- Improve systems and processes to aid compliance maintaining (eg. digitalising incident safeguarding reporting process)
- Creation of key operational documents: SOS Bus standard operating procedure, assets register
- Continue to contribute to risk register and action operational level mitigation and monitoring of risk
- Increase use of volunteer management system (Better Impact) to reduce workload and aid compliance
- Creation of fundraising literature, templates and workflows for existing and potential donors
- Improve SOS Bus presence at key events where there is fundraising, pitching or grant acquiring opportunities
- Develop and grow social media resources and template posts to provide a more bespoke/dynamic social media presence and engagement
- Improve leader IT / O365 functionality usage

- Ensure volunteers are equipped with role specific knowledge and skills as well as underpinning background knowledge on key areas of our charitable output
- Continue to seek opportunities to reduce overheads and financial expenditure – competitively comparing insurance/service quotes.
- Regular reporting of progress regarding the above to trustees

5.3 Improvement Planning

The ChIP continues to guide the charity's improvement at an operational and strategic level. The ChIP actions are derived from external reviews/advice, survey feedback, feedback, complaints and suggestions as well as internally identified areas for improvement from notable cases, incidents, self-evaluation or actions to aid progress of our strategy.

The OMC's progress is monitored and driven by the Operational Manager, and additional monitoring and check and challenge is undertaken by trustees.

Progress updates are fed to the trustees via the operational managers monthly report.

Trustees evaluate their strategic progress periodically at board meetings.

6.0 Finances

6.1 Summary Statement of Receipts & Payments from opening of account to 31.03.25

RECEIPTS

Transfer from previous management organisation			£18,858.01
Grants			£47,865.00
Sponsorship			£2,250.00
Donations	SumUp	£1,154.81	
	Just Giving	£540.93	
	Cash	£1,146.70	
	Events	£2,602.83	
			<u>£5,445.27</u>
		TOTAL INCOME	<u>£74,418.28</u>

PAYMENTS

Vehicles	Insurance	-£5,594.37	
	RFL	-£304.56	
	Repairs/Checks	-£848.64	
	Fuel & Parts	-£433.63	
			<u>-£7,181.20</u>
Overheads	PL Insurance	-£161.28	
	VN DBS Checks	-£124.40	
	Storage Costs	-£154.24	
	Legal Fees	-£1,200.00	
	Miscellaneous	-£216.95	
	Communications & IT	-£540.80	
			<u>-£2,397.67</u>
Operational Costs	Medical Services	-£12,016.00	
	Security Services	-£2,539.80	
	Blankets	-£174.54	
			<u>-£14,730.34</u>
		TOTAL EXPENDITURE	<u>-£24,309.21</u>

SURPLUS as of 31st of March 2025	<u>£50,109.07</u>
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6.2 Statement of Assets & Liabilities as of 31st March 2025

	Total funds	Prior Year Funds
	£	£
Fixed Assets		
Tangible Assets - Laptop	300.00	-
<i>TOTAL Fixed Assets</i>	<i>300.00</i>	<i>-</i>
Current Assets		
Debtors (Gift Aid)	2,609.31	-
Cash at Bank and in hand	50,109.07	-
<i>TOTAL Current Assets</i>	<i>52,718.38</i>	<i>-</i>
Liabilities		
Creditors - due within one year	820.00	-
<i>Net Current Assets</i>	<i>51,898.38</i>	<i>-</i>
TOTAL Assets or Liabilities	52,198.38	-
Funds of the charity		
Unrestricted funds	52,198.38	-

6.3 Statement of Payments to Trustees

During the financial year outlined above, one payment was made to a trustee. This payment was authorised by the remained of the board of trustees. This payment was made solely for the reimbursement of expenses, during the transfer of service period. No payments or remuneration was given to trustees, for the role of trustee.

- Payment 1: Beth Williams - £1,200.

6.4 Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). This requires the Trustees to prepare financial statements for each financial. The Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable financial policies and then apply them consistently.
- Observe the methods and principles of the Charity's SORP (FRS 102).
- Make judgments and accounting estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards (FRS 102) 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 charity will continue.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charity Commission. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to examiners

Each of the Trustees at the time when this Trustees' report is approved has confirmed that:

- So far as that Trustee is aware, there is no relevant financial information of which the charity's examiners are unaware, and
- That Trustee has taken all the steps that ought to have been taken, as a Trustee, to be aware of any relevant examiners' information and to establish that the charity's examiners are aware of that information.

Examiners

The examiner, *Mr. Martin Fairchild ACMA CGMA*, has indicated their willingness to carry out this office, by electronic means (email).

Approved by order of the members of the board of Trustees and signed (digitally) on their behalf by *Jamie Elliot Scott Mather* (Chair) on *Monday 4th August 2025*.

6.5 Independent Examination Report



**CHARITY COMMISSION
FOR ENGLAND AND WALES**

Independent examiner's report on the accounts

Independent Examiner's Report

Report to the trustees/ members of	SOS Bus Norwich CIO		
On accounts for the year ended	31 st March 2025	Charity no	1208922
Set out on pages	15-16		

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31/03/25.

Responsibilities and basis of report As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention (other than that disclosed below *) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

** Please delete the words in the brackets if they do not apply.*

Signed:

Date:

09.10.2025

Name:

Mr Martin Fairchild

**Relevant professional
qualification(s) or body**

ACMA CGMA

Address:

2 Morton Road

Aylsham

NR11 6BA

6.6 Charity's Reserves

On the 15th of November 2024, the board of trustees discussed the Charity Commission's recommendations to hold reserves to allow core functioning of the charity in the event of unexpected cessation / slowing / change in funding. This acknowledges the historic funding challenges the service faced, through lack of diversity in funding streams.

Unanimous trustee agreement was reached that reserves equalling at least 3 months' worth of operational costs [Circa £12,000] would be held and ringfenced - the funds have a safeguard in that they may not be accessed/utilised without full board of trustee agreement with the rationale and resultant plan to replenish them. These reserve funds are also equivalent to 12 months' worth of 'skeleton' / core costs - to keep the charity running with no charitable output / service delivery (shifts).

In addition, trustees agreed an 'emergency fund' to cover insurance excesses, emergency vehicle or equipment repairs and any other unforeseen costs which is £3,000.

The value of these funds are a balance of a reasonable duration for operational and strategic reactions to funding changes without ringfencing an excessive proportion of organisational funds. Trustees review the charity's reserves position every year.

6.7 Funding Sources

The charity has managed to secure various amounts of funding from a variety of different sources, making the charity no longer reliant on a large proportion of funding from a single donor – which was a crucial priority to strengthen the charity's financial sustainability. A funding priority is to secure multi-year repeat funding pledges to allow us to strategically plan the charity's direction.

The funding sources are outlined broadly in the statement above:

- Grants from private organisations (from bids or pitches)
- Sponsorship from companies / businesses
- Businesses nominating us as beneficiaries of specific events / charity of the year
- Grants from statutory bodies
- Donations from the public during operational shifts (cash or contactless payments)
- We have a street collection licence for the nighttime economy area of Norwich during the evenings we operate
- Donations from the public during fundraising events
- Our online donations page



SOS BUS Business Sponsorship Packages

	Platinum £3,000 per year	• Your business logo and link on our website • Your business logo on our SOS Bus • Your business logo on our support vehicle • Your logo on our marketing materials • Your support shared on our social media posts
	Gold £2,000 per year	• Your business logo and link on our website • Your business logo on our support vehicle • Your support shared on our social media posts
	Silver £1,000 per year	• Your business logo and link on our website • Your support shared on our social media posts
	Digital £500 per year	• Your business logo and link on our website and in the website header
	Pubs, Clubs & Venues £250 per year	• Your business logo on our website header as a supporter of the SOS Bus

We aim to expand this source list through utilising the Friends of the SOS Bus to support with running fundraising galas/meals, event sponsorship, exploring legacy donations and goal/resource specific funding pledges.

7.0 Risk

The charity maintains a risk register based on the National Council for Voluntary Organisations recommended structure. Due to the charity's infancy, the number of risks was originally sizeable, but as we embedded processes, policies and monitoring mechanisms, we were able to downgrade / eliminate some of these risks.

7.1 Risks facing the Charity

- A) As with many charities, at a time where statutory funders budgets are being cut, lack of funding, donations and grants remains our biggest risk. We are mitigating this by diversifying our income streams, not being reliant on any single grant/donation and have also had to proportionate the scale of the service we offer (in terms of number of nights we provide a service per year) to account for our funding state.

We're also conscious other organisations providing similar services or providing a different charitable output are likely to be competing for funding, so we need to ensure we remain competitive, stand out in applications / pitches and ensure we represent good value for money.

- B) Given the privileged position we hold and respect we have from the people of Norwich, our reputation and legacy are vitally important to us. Because of the nature of the problems our clients present with and the setting our service runs in, maintaining our reputation, and the public's understanding of the service's offer and client group can be a challenge. This is sometimes cited as a barrier to donation, as anecdotally we're seen, incorrectly, as only supporting excessively intoxicated individuals, whereas our actual client group is much more diverse than that.
- C) After our wonderful volunteer body, our two key assets, are the main SOS Bus and support vehicle (people carrier) these are both ageing and coming towards the end of their lives, where maintenance bills are increasing. We are therefore investigating the potential transition into a fixed (rented) premises with a support vehicle or invest in another main SOS Bus, either of which are significant capital investments.

8.0 Trustee's Declaration

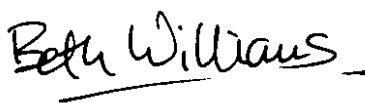
The trustees declare that they have approved the trustees' report, above and formally issue it to the charity commission as part of their annual returns.

Approved on:

- 1) Approved in principle pending examiners report: 6th May 2025 at AGM
- 2) Approved in full, digitally, by the below trustees, on: 12th & 20th October 2025



Jamie Mather
Chair of Trustees



Beth Williams
Trustee



Steve Ginn
Trustee