

Company Registration Number NI055693
Charity Registration Number NIC101271

Belfast Central Mission

(A company limited by guarantee)

Annual Report and Financial Statements
for the year ended 31 December 2022

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Annual report and financial statements for the year ended 31 December 2022

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Trustees' annual report, incorporating the Strategic Report, for the year ended 31 December 2022

The Trustees, who are also directors for the purposes of company law, present their report and the financial statements of the charitable company for the year ended 31 December 2022.

Reference and administrative details

Trustees

Mr R Black (Chairperson)
Rev D Campton
Mr C P Clarke
Mrs M Copeland
Ms M J Dwyer
Mr J D Edmondson (Treasurer) (resigned 30 June 2023)
Mr D Ferguson

Dr D Gallagher (Hon Secretary)
Mr W J Halliday (resigned 30 April 2023)
Miss S McCaughan
Mr W Robinson
Rev S Sheerin

Superintendent

Rev D Campton

Chief Executive

Mr N Conway

Deputy Chief Executive / Director of Care & Quality Governance

Mrs L Kavanagh (Resigned on 14/09/22)

Director of Business and Corporate Services

Mrs L Maclean (Position made redundant on 30/12/22)

Interim Senior Finance Manager

Mr L McSorley

Head of Community Services

Mrs J Love

Head of Residential Services

Mrs L Payam

Head of People & Organisational Development

Mrs G McGurnaghan

Head of Estates & Facilities

Mr N Emery

Registered Office

Grosvenor House
5 Glengall Street
Belfast
BT12 5AD

Auditors

Moore (N.I.) LLP
Donegall House
7 Donegall Square North
Belfast
BT1 5GB

Solicitors

Cleaver Fulton Rankin
50 Bedford Street
Belfast
BT2 7FW

Bankers

Ulster Bank Ltd
11-16 Donegall Square East
Belfast
BT1 5UB

Investment Custodian

The Trustees of the Methodist Church in Ireland
Edgehill House
9 Lennoxvale
Belfast
BT9 5BY

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Structure, governance and management

Governing Document

Belfast Central Mission is a company limited by guarantee. It is governed by its revised Memorandum and Articles of Association adopted on 18 September 2018. The charitable company is registered with the Charity Commission for Northern Ireland under registration number NIC101271. BCM is the trading name of Belfast Central Mission.

The financial statements comply with the Charities Act (Northern Ireland) 2008, the Companies Act 2006, the Memorandum and Articles of Association, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the 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) (effective 1 January 2015).

Organisational Structure

The Board of Directors is responsible for the overall governance and strategic direction of the organisation. It meets regularly to review BCM's performance against its charitable objectives and review its financial performance. The Board consists of a Non-Executive Chairperson, the Superintendent of the Mission (ex officio, appointed by the Methodist Church in Ireland), Secretary, Treasurer (ex officio), and up to eight other nominated Directors. At least two of the Directors are nominated by the Congregational Meeting of the Grosvenor Hall Society. All appointments are confirmed by the members at the annual general meeting. The Board of Directors may at any time co-opt up to 2 additional Directors. The Board works closely with the Chief Executive and the Senior Management Team who oversee the operations on a day-to-day basis.

Appointment of the Board of Directors

The Board of Directors is nominated by the Circuit Executive of South and Central Belfast Methodist Circuit sitting as the General Meeting of the Mission Committee of BCM and is reported annually to the Annual Conference of the Methodist Church in Ireland via its Governance Board. Every effort is made to ensure that there is a wide and relevant skill base amongst the Directors to enable the Board to perform its duties effectively.

Trustee induction and training

New Board Members go through an induction process with respect to that which covers their roles as Directors and as Trustees. They are briefed on their legal obligations under charity and company law, the requirements of the Charity Commission, the content of the Memorandum and Articles of Association, the Strategic Plan, the decision-making processes and recent financial performance of the organisation, and operations of the organisation. Board members are encouraged to attend relevant external training events to assist them in the performance of their duties.

Pay policy for Key Management Personnel

The Board of Directors and the Senior Management Team comprise the key management personnel of the organisation. Details of remuneration of this group are disclosed in note 13 to the financial statements. The pay for all employees, including senior staff, is reviewed annually. The aim is to pay all employees a fair salary that is competitive within the charity sector, proportionate to the complexity of the role and in line with the organisation's charitable objectives and financial budgets.

Wider Network and Impact on Operating Policies

BCM, a company limited by guarantee, is also an agency of the Methodist Church in Ireland and seeks to abide by the basic rules of the Church including, but not limited to, no alcohol on properties and no engagement with, or benefit from, gambling. There is minimal impact on BCM's operating policies as a result of this relationship.

Related parties and co-operation with other organisations

Details of related party transactions are disclosed in note 25 to the financial statements. The organisation has entered into joint management agreements with two local housing associations, working to deliver Housing Support services for vulnerable people.

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Objectives and activities

The primary objects of Belfast Central Mission, as stated in its governing document, are:

1. The advancement of the Christian religion in Ireland.
2. The relief of poverty, sickness, infirmity, or other necessitous circumstances through the provision of accommodation, care, counselling or education on a cross community basis for people in Northern Ireland who are in need of such provision.

The charity has been working through the five-year strategic plan, entitled "Improving Peoples' Lives". The overarching aim is to support as many people as possible with a focus on the following priorities:

- Investing to grow, so that the charity continues to be recognised as a leading provider of social care services.
- Developing a continuum of services for older people, including those living with dementia.
- Developing new opportunities to support vulnerable young people and families.
- Achieving a greater degree of financial independence through a diversification of income generation.
- Continuing to work collaboratively with a range of stakeholders and potential partners.
- Investing in modern, integrated technologies that allow us to work efficiently and effectively, regardless of location.
- Developing an active and engaged Board, workforce, and team of volunteers.
- Providing opportunity for the exploration and development of 21st Century expressions of God's mission in the world.

The strategies for achieving these priorities are set out in the Strategy Map categorised in four main headings:

1. Service Users and Stakeholders
2. Operations and Processes
3. People and Innovation
4. Finance and Resources

It is important that success is assessed and the primary measures that will be used are:

- The number of people helped with a focus on older people, young people and children and families.
- Stakeholder and service user satisfaction.
- Quality of service delivery.
- Impact and outcomes - improving lives.
- Trustee, employee, volunteer and congregation satisfaction.
- Sustainable financial growth.

The significant activities undertaken are set out below, categorised under the two objects of the Charity.

OBJECT ONE:

The order and language of BCM's charitable objects reflect its origin as the first expression of the 19th century Methodist "Missions" movement in Britain, seeking to address the spiritual, physical and economic needs of the poorer residents of the then expanding industrial cities, who often felt excluded by established churches, including Methodist ones. In 1889 Belfast Central Mission was established by the Methodist Church in Ireland with religious meetings initially in Ginnett's Circus, later to be replaced by the current Grand Opera House. Five years later the first Grosvenor Hall was built further up Glengall Street/Grosvenor Road and that site has been the base for both BCM and the worshipping, witnessing congregation at its heart ever since.

The "Grosvenor Hall" congregation continues to worship weekly in Grosvenor House, as part of the Methodist Church in Ireland, and its South and Central Belfast Circuit, which includes four other societies/congregations: Sandy Row, Donegall Road, Belfast South (in the Agape Centre on the Lisburn Road) and the Church of the Resurrection (the joint Methodist/Church of Ireland Church and Chaplaincy on Elmwood Avenue). Circuit activities include:

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- Services of worship, including a livestreamed service for those who unable to attend in person.
- Pastoral Care.
- Bible studies, both in person and online.
- Prayer meetings and prayer chain.
- Various "Interest Groups" (including a Public Theology Group, Social Responsibility Working Group, Good Book Group and South Belfast Ladies), exploring various areas of relevant concern, via seminars, lectures and discussions.
- Social events through which members and attendees can grow in fellowship, with some generating financial support for the wider work of the charity and other charitable or mission purposes.

Since opening our Copelands elderly residential and dementia care facility in Millisle, BCM has embedded a part-time Chaplain as an integral part of the care there. The Superintendent and the part-time Chaplain are responsible, not only for the provision of weekly worship services, but also pastoral care for residents, their families and staff. This builds on the experience gained in delivering care within our Kirk House facility in East Belfast, where a weekly service of worship is provided by an ecumenical rota of local ministers.

BCM also seeks to further the broader Christian witness within the city by partnering with other organisations in common cause, including allowing its property to be used, providing financial support and advice. These include:

- Forthspring Inter Community Project. BCM is a member organisation of this charitable company, which is a community relations and community development project based in the premises of what was formerly Springfield Road Methodist Church on the West Belfast interface. It works with children, young people, women and older people and during the year under report temporarily hosted the Belfast Multi-Cultural Association, as well as "Soul Space", an innovative Anabaptist faith expression.
- Belfast City Centre Chaplaincy, which trains and places volunteer chaplains of all denominations in the city centre. Again, BCM is a member organisation of this charitable company.
- The Linen Quarter Business Improvement District, an independent not for profit company focused on developing and promoting the geographical area in which BCM's headquarters, Grosvenor House, is based. The Mission Superintendent represents the faith and voluntary sector on the Board of company.
- The 4 Corners Festival, a faith-based peace-building festival aimed at improving community relations in the city of Belfast. The Mission Superintendent is a member of the Board and part of the planning team, and Grosvenor House regularly hosts events during the festival.

OBJECT TWO:

COMMUNITY SERVICES

- Housing Support for Young People (16-25 years) – located in Armagh, Dungannon, Magherafelt, North Down and Newtownards. The project supports young people who are homeless, struggling with housing issues, leaving care or requiring help with independent living. It uses a holistic person-centred approach and supports young people to identify and work towards their goals.
- Housing Support for Older People (aged 55+) – located in Armagh, Newry, Belfast, Craigavon and Dungannon. The project seeks to work in partnership with older people providing practical and emotional housing-related support, enabling them to remain in their own homes for as long as possible.
- Parents' Support and family support services are available in Armagh/Dungannon and North Down and Newtownards. We provide support to families to provide responsive nurturing care for their children ensuring their safety and helping them reach their developmental milestones. We offer practical and emotional support to parents to enhance their parenting capacity.
- Community Services Project provides a range of services for older people in Belfast to promote inclusion and reduce loneliness and social isolation. Activities include Lunch Clubs and a befriending service. A variety of volunteering opportunities are provided. An annual Christmas programme provides a Christmas gift to more than 4,000 children in Northern Ireland.
- Puddleducks Day Nursery provides quality day care for 70 children in Belfast. The nursery uses an approach to encourage every child to reach their potential in an atmosphere of respectful care.
- Therapeutic Counselling for young people (16-25 years). A BACP accredited senior counsellor supports young people with a range of issues including depression, anxiety, low self-esteem, identity issues, past abuse, domestic violence, bereavement, gender identity issues and substance misuse. The service is flexible and accessed quickly.

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RESIDENTIAL SERVICES

- **Housing with Care (including Dementia care) for Older People** – located in Belfast and Millisle.

Kirk House

Caring for up to 46 residents, Kirk House offers each resident their own small flatlet in a home in which independence, freedom of choice, self-esteem and dignity are respected and promoted. The level of care each resident receives is tailored to meet their individual needs.

Copelands, Residential and Dementia care

Opened to its first residents in 2021, Copelands is a state-of-the-art, purpose-built care home for up to 60 residents accommodated within six small 'households' of ten. Each room is en-suite and the care offered is person-centred with a wide range of amenities. We are currently registered for 20 residential dementia and 30 residential beds.

- **Supported Housing for Young People (16-21 years)** – located in Bangor, Belfast, Dungannon and Magherafelt.

Four services continue to operate within four different HSCT areas in Northern Ireland, offering a total of 35 units of accommodation. These include 29 self-contained flats, and the remaining units offer shared accommodation in two of the services. Two of the services are solely for young people who have been in the care of Social Services and the remaining two also offer additional accommodation to young people who present to the NIHE as homeless. The project staff offer both emotional and practical support for up to two years to try to ensure that the young people are ready for their own tenancies, have achieved their own goals and are a positive part of their communities.

- **Therapeutic Counselling for young people (16-25 years).**

A BACP accredited senior counsellor supports young people with a range of issues including depression, anxiety, low self-esteem, identity issues, past abuse, domestic violence, bereavement, and substance misuse. The service is flexible and understanding of the needs of this age group. The service can be offered face to face, via telephone or via zoom, following an initial face to face assessment.

As can be seen from the Social Care programme outlined above, BCM is a diverse organisation providing a range of services for older people, young people, children, and families. These services are open to all in the community and whilst the work can be challenging and demanding, we firmly believe that the staff teams possess the necessary skills to deliver positive outcomes for the Service Users.

Strategic Report

Achievements and performance

OBJECT ONE

In the year under report "routine" activities were gradually re-established following the restrictions imposed by the COVID-19 pandemic. Despite the limitations initially imposed by social distancing requirements, which were finally eased in the second half of the year, the Grosvenor Hall congregation continued to meet each Sunday in person for worship, and indeed hosted a number of significant events:

- The Radio Ulster broadcast of the Sunday Morning Service as part of the 4 Corners Festival, with the Belfast Community Gospel Choir and the Archbishop of Canterbury, Rev. Justin Welby as preacher.
- The 2022 commissioning service for the United Methodist Church's Global Mission Partners & Fellows.
- A service marking the passing of Her Majesty Queen Elizabeth II, reflecting BCM's history as one of the first recipients in NI of the Queens Award for Volunteering.

Some other pre-covid congregational programmes including daily prayer, mid-week communion in the Gallagher Chapel in Grosvenor House, and children's Sunday School, have not yet been re-established, but in partnership with other congregations on circuit, other initiatives including a series of hybrid Bible studies have continued.

For the third year BCM's Christmas Gift programme was hosted in the hall of Donegall Road Methodist Church, one of our circuit congregations, with its traditional launch service also taking place there. It and other congregations across the Methodist Church in Ireland and beyond have continued to provide strong support for this programme despite the cost-of-living crisis that has affected everyone, including our donors. But with their help we supported more than 4000

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children/families, more than ever before.

The Chaplaincy service in our new Copelands initiative has been well-received and perhaps has had a greater impact than we initially expected. The four-month sabbatical of our chaplain there, Rev June Parke, was facilitated by the support of two other CPE-trained Healthcare Chaplains.

We were able to fully re-establish the weekly service (including the sacrament of communion on one occasion) and access for pastoral care into Kirk House, which had a massive positive benefit on the wellbeing of residents.

In January, New City Press published a collection of poetry written by the Mission Superintendent entitled "Doodlings and Doggerel" with the proceeds going to BCM's Copelands Chaplaincy project.

Partnership with other organisations has resulted in a range of initiatives including:

- The continued growth and development of Belfast City Centre Chaplains revising their governance structures and administration, to enable them to sustainably address the challenges of a city facing economic uncertainty.
- In response to a commitment within the Methodist Church in Ireland to address the issue of poverty locally and across the island, since June 2022 the Grosvenor Hall Congregation has entered into a partnership with Belfast Storehouse, a food/clothing/furniture bank, to contribute to a monthly food collection and ongoing fundraising.

This latter initiative was established as a training exercise by a student minister, supervised by the Superintendent on placement with the Circuit and Grosvenor Hall congregation.

The Superintendent continued his work facilitating the review and revision of the work and witness of the wider South and Central Belfast Methodist Circuit under the heading "What's Our Story? – The Next Chapter." As a development of this, in conjunction with the North East District Superintendent of the Methodist Church in Ireland and neighbouring Circuit Superintendents, the Mission Superintendent is facilitating a conversation regarding the possible merger and reorganisation of those circuits.

This process will run in parallel with the Strategic Review of BCM initiated towards the end of 2022, which, for the first time, includes a detailed review of the function, aims and objectives of Object One.

OBJECT TWO

The effects of the world-wide pandemic continued to have an impact on BCM and its operations over the course of 2022 and as we emerged from the pandemic, BCM like many organisations has had to adapt to a new and changing environment.

Challenges included staff recruitment and the rebuilding of staff teams which had become dispersed during covid. Earned income began to recover back to pre-covid levels but this slow recovery has had an impact on financial performance in 2022. A particular challenge was the impact on Copelands and its projected occupancy levels. Given that the Copelands deficit accounts for a significant part of the deficit position, immediate actions were required to correct this situation.

In order to protect the financial viability of the organisation and on the back of an external organisational review, the Board made the difficult decision to restructure the senior management team with two senior management positions becoming redundant.

Despite these challenging operating conditions BCM's Board, staff team and Management continued to put the service user and service excellence at the heart of everything that we do and highlights of achievements and performance over the year included:

- 1,380 service users supported.
- 4,200 Christmas toy parcels distributed.
- Full compliance with all regulatory requirements.
- Copelands fourth household open.
- Puddleducks and Kirk House back to pre-covid occupancy levels.
- New Governance guide developed and approved.
- New strategic planning process developed for implementation in 2023.

A more detailed review of the significant charitable activities undertaken is set out below.

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COMMUNITY SERVICES

With the use of technology BCM's Community based services have adapted to working remotely and the closure of office bases. A mixture of face to face and online contact has allowed teams to maintain supportive contact with their service users.

A restructuring of the Housing Support service for Older People in Belfast has resulted in an expansion of the service and lower caseloads for front line staff. However, recruitment of new staff and volunteers has proved difficult in 2022.

With funding from the Homelessness Prevention Fund, we were able to provide rent deposits enabling younger and older service users to secure private rented accommodation in a very competitive market.

Funding from the Sustaining Tenancies Fund has provided resources to help our older service users maintain and sustain their tenancies.

Community and volunteer services, continue to provide opportunities for volunteering. The weekly Lunch Club continues to cater for older people and, with funding from Belfast City Council, a varied programme of health enhancing activities was provided. The Befriending service continues to offer a mixture of face to face and telephone contact for older people across Belfast and in the Dungannon area. Volunteers enhance and complement the work of the housing support and family support services providing our service users with befrienders, emotional support, and practical help.

DIRECT BENEFICIARIES

- Housing Support - 591 older people
- Housing support -298 younger people
- Parent and family support – 164 families
- Christmas Support – 4,200 children
- Puddleducks Day Nursery – 90 children
- Therapeutic Counselling service – 33 individuals

Housing Support for Young People (16-25 years) mid-Ulster

As a result of the support provided by the service

- 99% of our service users maintained their tenancies.
- 95% of Service users supported to manage their Physical/mental health.
- 84% were supported to gain employment and or enhance skills/education.
- 100% were supported to feel secure in their own home.

Housing support for young People (16-25 years) North Down & Ards area

As a result of the support provided by the service

- 79% were supported to gain employment and or enhance skills/education.
- 100% were supported to maintain their tenancy.
- 96% were supported to contribute to wider society.
- 100% felt more secure in their homes.

Housing Support for Older People (aged 55+ years) Belfast

As a result of the support provided by the service

- 84% were supported to access relevant benefits.
- 100% were supported to maintain tenancy.
- 100% felt more secure because of support provided.
- 87% were supported to manage their physical/mental health.
- 86% were supported to contribute to a wider society.

Housing Support for Older People (aged 60+ years) Southern Area

As a result of the support provided by the service

- 96% supported to access relevant welfare benefits.
- 79% were supported to gain employment and or enhance skills/education
- 99% felt more secure in their own home.
- 97% were supported to manage their Physical/mental health.

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Parent Support and Family Support Ards & North Down area

As a result of support

- 34 families were supported.
- 529 1-1 home visits were completed.
- 25 activity packs given to children.

Parent Support and Family Support in Armagh /Dungannon area

As a result of support

- 59 families with 120 children received home-based support.
- 76 families helped by telephone advice and signposting.
- 294 home visits.
- 100% of parents felt more confident as a parent.

Community Services projects

BCM provides support for older people in the community in the greater Belfast area, through a Wednesday Lunch Club and a Befriending Programme. An annual Christmas programme supports families in need at Christmas by providing children with donations of toys. Volunteers continue to play a vital role in the delivery of these services.

As a result of community services

- 30 people (on average) attended the Lunch Club each week and were supported by the six dedicated volunteers.
- 15 befriending volunteers, who visited 18 service users.
- 4,200 toys / gifts distributed at Christmas.
- Families in North Down and Mid Ulster benefited from additional support provided by six volunteers.
- Residents in Kirk House benefitted from companionship provided by the volunteer-led knitting events.

Puddleducks Day Nursery

The nursery operated at an average 69% capacity throughout 2022 with numbers increasing steadily from April. Feedback from parents has continued to be extremely positive with a satisfaction rate of 100% recorded.

Our annual inspection took place. We received a very positive report and have been recognised as fully compliant with legislation and minimum standards. No recommendations for improvement were identified.

RESIDENTIAL SERVICES

DIRECT BENEFICIARIES

- Kirk House – 45
- Copelands - 38
- Supported Housing – 39
- Therapeutic Counselling – 33

Kirk House

During 2022 we continued to involve residents in how Kirk House is run, through regular meetings of the Resident's Forum. In these meetings lots of topics were discussed for improvement i.e., food, menus, and the activities programme. The Forum continued to develop, and residents were involved in the recruitment of staff and with the setup of Copelands. It is our aim to create a partnership between Kirk House and Copelands.

There were 2 RQIA inspections in 2022. One in January and the other in June. The June inspection was to follow up on recommendations from January and there was evidence that these were all met.

The report noted that the home was clean, well-lit and there was a homely atmosphere. Staff were attentive to the residents and carried out their work in a compassionate manner. Residents said that living in the home was a good experience.

It was evident that staff were knowledgeable and well trained to deliver safe and effective care.

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No new areas for improvement were identified as a result of this inspection. Residents said that living in the home was a good experience. Residents who were unable to voice their opinions were observed to be relaxed and comfortable in their surroundings and in their interactions with staff.

Copelands, Residential & Dementia Care

Copelands opened to residents in June 2021. The team have worked tirelessly to create a homely, safe, person-centred environment for the residents. With four 'households', we provide care for both Dementia Residential and Residential clients. The building is very impressive and extremely comfortable and as the service develops so does the programme offered to our residents.

The unannounced care inspection by RQIA in July 2022 confirmed that the home was safe, compassionate and effective and well led.

It noted that the living areas were fresh and clean and free from malodor. Good practice was observed in relation to the care of the residents and the feedback from both residents and relatives was very positive.

Supported Housing for Young People

All the services continued to offer the highest level of support to some of the most vulnerable young people. External monitoring is carried out by the HSCT, Supporting People and RQIA.

All the services are safe, effective, compassionate and well led.

The teams have developed to meet the ever-increasing support needs of this service user group and are keen to continue to develop their expertise.

Hagan Homes funding continued this year to enable us to provide an additional worker in Belfast and the Rank Foundation funding has enabled the same in Dungannon. These additional staff enable an outreach element to our work.

Therapeutic Counselling

Provides a community based therapeutic counselling service to young people aged 16-25 years old in the North Down and Ards to improve their mental health and emotional well-being and prevent self-harm and/or suicide.

This service promotes the life chances of care experienced young people so that they can reach their full potential. Using the nationally recognised CORE outcomes tool to measure global distress, the service measures client progress and showed a positive change in the overall core score for all clients before exiting the service. Clients reported a 100% satisfaction rate.

Public Benefit Statement

In setting objectives and planning activities for the year the Trustees have given careful consideration to the Charity Commission for Northern Ireland's guidance on public benefit and are confident that the activities have helped to achieve the charity's purposes and provide a benefit to the beneficiaries.

Financial review

Details of the results for the year are set out in the Statement of Financial Activities on page 18 and the related notes. The charity had net incoming resources for the year of £209,928 and the net movement in funds amounted to £123,775 in the year, after unrealised losses on investments of £86,153.

The greater part of charitable income has been used to meet the cost of carrying out the organisation's charitable objectives by providing support and care through various projects for both young and older people. Income comprises funding for the services BCM provides on behalf of the statutory sector, income from donations, appeals and legacies, income from charitable trusts, income from fundraising activities and income from small trading activities. The continued support from our donors has been invaluable. We are grateful to all the organisations and people who have financially supported us throughout the year.

It is the opinion of the Directors that the market value of the property is in excess of the net book value as disclosed in

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the balance sheet on page 25.

Investment powers and policy

Investments shown in note 18 to the financial statements are made in line with the policies of the Trustees of the Methodist Church in Ireland. The Directors intend that the real value of the charity's investments be maintained and enhanced over the long term by investment in a portfolio comprising equities, fixed income stocks and cash. They seek to achieve a balanced investment return from income and capital, with moderate risk. It is the charity's policy specifically to include investments which are consistent with the ethos of the Methodist Church. The proportions invested in equities, fixed income stocks and cash are reviewed from time to time to establish the ongoing suitability of that element of the investment policy. The investments are shown at market value in the balance sheet and have reduced in market value by £86,153 since the previous year end.

Reserves policy

BCM's reserve policy recognises the need to use voluntary income to provide services for young and older people and the need to ensure that, once commitment has been given, sufficient funds exist to meet the commitment for as long as it is required and appropriate. However, the organisation must also ensure that relatively minor disruptions to its financial plans, or delays in receiving funding, do not result in having suddenly to cease activities in order to balance the books.

The existing reserves policy has been established whereby the unrestricted funds not committed or invested in tangible fixed assets (the free reserves) held by the charity should be between 6 and 9 months of the unrestricted resources expended. These reserves are needed to meet the working capital requirements of the charity and therefore to enable it to continue its current activities. Free reserves currently stand at £1,388,819 (designated funds are excluded) which approximates to 4 months -unrestricted expenditure.

This has arisen due to the investment in the Copelands Care Home. The Directors have considered the position and intend to return to holding 6-9 months free reserves over the next three years.

Principal risks and uncertainties

Effective risk management is essential to keep Service Users and staff safe, to protect and grow both funding and reputation, and to meet the expectations of supporters and donors. All types of risks are considered, both internal and external, when reviewing and updating the risk register. Principal risks are defined as those that, without effective mitigation, are highly likely to occur and would have a severe impact on the organisations work, reputation or ability to achieve its objectives.

The risk areas considered as part of BCM's risk register include:

- Strategic
- Finance
- Operations
- External
- Legal and compliance

All risks are managed through senior staff identifying and managing risks as an integral part of their daily work, through staff in outlying projects reporting significant risks to senior management and through reporting mechanisms to the Trustees at Board meetings. The reporting of major risks at Board Meetings allows the Trustees to challenge any assumptions the organisation has made about risks and understand the context in which decisions are taken. This assists them to ensure that the most serious risks are being effectively managed. This risk management process aims to provide reasonable, but not absolute, assurance that the organisation is protected.

Plans for future periods

OBJECT ONE:

BCM will continue to support the ongoing existence of a regular worshipping congregation in the Grosvenor Hall, with the expectation that members of that congregation would continue to volunteer within, and fundraise for, the wider work of BCM. However, the demographic make-up of the current congregation and prevailing trends in church attendance suggest that the congregation in its current form may not be sustainable for many more years, demanding further reflection, with the current congregation and other interested parties, on what a Methodist presence in Belfast City Centre might look like in the future.

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This will take place within the context of BCM's Strategic Review of Object One, and the possible amalgamation of the circuit with other adjacent circuits, building on the learning of the recent formation of our current circuit and ministry team from three previous circuits. What is understood is that the Mission Superintendent cannot continue to also act as the Circuit Superintendent.

To facilitate the internal demands on the Mission Superintendent in the face of this period of review and revision, and to reduce the numbers of conflicts of interest, he will disengage from sitting on a number of governing bodies and there will be a review of his role in the internal governance and management of BCM.

We hope to continue as a suitable training environment for Student Ministers, not just the one currently on placement, but in future years too.

The Superintendent and Copelands Chaplain intend to participate in an Anna Chaplaincy training course run by BRF, with a possible view to a more formal partnership and using this chaplaincy model in the expansion of our service in Copelands, Kirk House and elsewhere, and prepare for continuity of the service on the retirement of our current Chaplain in June 2024.

BCM will continue to partner with other organisations to take forward their mutual objects, including:

- Belfast City Centre Chaplaincy
- The 4 Corners Festival
- Christians Against Poverty
- Miscellaneous food banks

OBJECT TWO:

A new Strategic Plan for the period 2023-27 has been commissioned and will start to be implemented in 2023.

Key elements of our plans for 2023 include:

Excellence in delivery

- Commission independent review of staff terms and conditions
- Review internal communications
- Completion of restructuring of Corporate Services Department
- Continued implementation of improvements to systems and processes, included integrated IT systems
- Review staff health and well-being policy
- Further develop our volunteering programme

Excellence in our organisation

- Undertake governance review and implement recommendations
- Complete full review of Object One.
- Succession planning for the Board and Senior team.

Excellence in sustainability

- Kirk House and Puddleducks progress back to pre-covid occupancy levels
- Opening of 5th household at Copelands
- Develop a business case for the provision of nursing care at Copelands
- Refresh website and social media
- Identify new opportunities for Social Enterprise
- Refresh fundraising strategy

These plans will need to be flexible and responsive to wider environmental factors and are subject to change.

Belfast Central Mission

(A company limited by guarantee)

Trustees' annual report, incorporating the Strategic Report, for the year ended 31 December 2022

Provision of information to auditor

Each of the persons who is a Trustee at the date of approval of this report confirms that:

- so far as each Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware, and
- each Trustee has taken all steps that they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

Trustees' responsibilities statement

The Trustees (who are also the Directors of Belfast Central Mission for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under the law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law, 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 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:

- select suitable accounting policies for the charitable company financial statements and then apply them consistently
- make judgments and accounting estimates that are reasonable and prudent
- state whether the financial statements have been prepared in accordance with applicable accounting standards, including the Charity SORP, identify those standards, and note the effect and the reasons for any material departure from those standards, and
- 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 are sufficient to show and explain the charitable company's transactions and 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. The Trustees 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.

Auditor

The reappointment of the auditor, Moore (N.I.) LLP will be proposed at the AGM, under section 487(2) of the Companies Act 2006.

Signed on behalf of the trustees



Mr R Black (Chairperson)

Approved by the Trustees on 28 September 2023

