

# Annual Report 2023-24



**Over 30,000  
children and  
families supported  
by Spurgeons  
in 2023-24.**

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# Our vision

To transform the nation one child at a time, by ensuring every family that needs care and protection has the support required to advance in life.

# Our mission

Our goal is to help children, young people and families access the support they need via our partnerships with local authorities, churches, faith organisations and community groups and through our digital services and integrated Family Hubs.

## About Spurgeons

In 1867, Charles Spurgeon opened an orphanage in London and engaged the church to help provide much needed support for the most vulnerable children in the city. 157 years later, Spurgeons continues his legacy by caring for children and families in need. Our aim is to work across all four nations of the UK empowering families to become self-sustaining so that every child has a safe environment in which to flourish.



## Charitable Objective

To help children, young people, their families and carers through counselling, early years and family support. Our services include education, social care, maintenance, vocational training and financial assistance.

## Our values and behaviours

- We put children and young people first.
- We respect every individual.
- We listen and understand without judging.
- We are open and honest with kindness.
- We persevere to be our absolute best and do what we say we will do.
- We bring out the best in each other as we work together for the right result.

## Who we serve

**Children and young people:** for over 150 years we have been helping children reach their full potential, even when life's challenges seem overwhelming. We continue to support children and young people up to the age of 18 or up to age 25 if they are in care or have Special Educational Needs or Disabilities (SEND).

**Families and carers:** we empower families through family support, parenting and

SEND provision so that every child has a safe environment in which to flourish.

*The Trustees confirm they have referred to the Charity Commission public benefit guidance in compiling this report, and that Spurgeons contributes to public benefit through the achievement of its charitable objects.*



# Welcome

I'm proud to be the Chair of the Board of Trustees of an organisation with the mission of transforming the nation one child at a time. Along with the Board and all of Spurgeons' staff and volunteers, I am committed to ensuring we put children and young people first in everything we do.

We live in testing times and in the last twelve months families experiencing vulnerabilities have been hit hardest with an estimated 3.9 million children across the UK now living in poverty. The Board is fully aware of the scale of the challenge facing Spurgeons and remains committed to ensuring the safe and effective delivery of services to support children and families. The determination of our loyal and dedicated colleagues, supported by our wonderful volunteers, is undiminished as we continue to adapt to the current, challenging environment.

In last year's Annual Report, I highlighted that some key local authority contracts were being retendered and I am delighted that, thanks to the incredible efforts of our teams working in unity towards a shared purpose, we have retained these contracts as well as increasing the support we offer in Wiltshire. Securing these agreements

means we can continue to serve children and families and expand our reach where it is needed most. Our support in the areas of parenting, prisons, domestic violence, mental health and counselling is needed more than ever as local authorities make difficult choices about how to spend their limited resources.

For the 2024-25 year, our focus will be on contract mobilisation, stabilisation, and transformation in services and fundraising. From April 2025 we will roll-out our new five-year strategy pursuing a growth agenda. This includes our vision to see Family Hubs established in areas throughout the UK where they are needed most. This concept sees us working in partnership with local churches, other faith and voluntary organisations, seamlessly integrating into the community, working together to fill the void created by the decline in state-funded social care.



In the pages of this year's report, I hope you will find evidence of our commitment to this including our multi-year £1 million investment in supporting families affected by imprisonment.

There have been some changes to our Board of Trustees and I would like to welcome Colin Jones who joined in July 2023 and brings great financial expertise to the role of Chair of Finance & Risk Committee. I would also like to extend my gratitude to Sian Wrangles, Jenni Emery and Elijah Kirby who stepped down respectively in July, October and November 2023 after making a significant contribution to the strategic direction of Spurgeons. Sarah Powley's two terms as a Trustee have now ended but we are delighted that she has accepted the role of Special Advisor.

As we look ahead I would like to thank the entire staff and volunteers of Spurgeons and acknowledge how much we need your help now more than ever. I know we will all apply our shared values to continue the vital mission started by Charles Spurgeon more than 150 years ago, ensuring that all children have the family support they need to thrive.

God bless,

*Mike Rebeiro*  
Mike Rebeiro (Dec 5, 2024 14:56 GMT)

**Mike Rebeiro**

Chair of Spurgeons Board of Trustees

**Our support is needed more than ever as local authorities make difficult choices about how to spend their limited resources.**



# Update from our CEO



At the heart of Spurgeons is the ability to meet the needs of families whoever they are; a self-harming teenager, a family torn apart by imprisonment, a mum suffering from domestic abuse or a child with suicidal ideation. Our aim is that nobody is turned away and that we never give up on a family that needs us.

In June 2023 we invited all our colleagues to come and share their expertise, experiences and insights as part of 'Spurgeons Day'. This was an opportunity to come together and thank people across the organisation who support more than 30,000 families every year. As part of this event we took time to explain our 2023-25 strategic approach. Central to our future approach is the delivery of Family Hubs in partnership with State and Church. A Spurgeons' Family Hub is a place where children, young people and families can receive the love, expert care and support they need to flourish.

As both local and central governments experience a reduced capacity to respond to the needs in our communities, we believe the church has a role to play in ensuring that every child has the chance to thrive. Spurgeons mission is to galvanise and equip the church to step into the gap left by the reduced ability of government. On the whole, we do this through commissioned

contracts and partnering with statutory partners and other charities to ensure children and families receive the most holistic care. Many of the families that Spurgeons care for are seen in the context of our Local Authority Commissioned Children's Centres, but increasingly so, we also support many families in the community, in churches, prisons, schools and GP practices.

In February 2023, we launched our Digital Family Hub Resources and Courses ([spurgeons.org](https://spurgeons.org)). This is an online resource where families can access immediate expert care when they need it. It offers parents, and the professionals who work with them, access to parenting tips and free, accessible online wellbeing resources. Our online presence is significant; it is fundamental to equipping churches and communities with the resources needed to care for families beyond our current physical presence and already benefits around two million families per year.

Last year our priorities were to re-win our contracts, consolidate the Family Hub strategy into our communications and growth plans and mobilise the contracts we have retained. I am delighted to confirm that we have succeeded in all these endeavours.

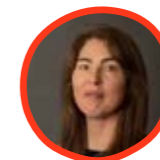
Looking ahead we will crystallise our church-based Family Hub model to allow for further growth across the UK. We will continue to prioritise the nation's children and have created a new advocacy role to ensure the voices of children and young people are heard loud and clear by both central and local government. In addition we are putting significant investment into new service delivery models in prisons, churches and online and we are restructuring our own organisation to maximise efficiencies to ensure a sustainable financial foundation for the future of Spurgeons.

No CEO operates in a vacuum and the development and implementation of our strategic approach relies on our talented Senior Leadership Team. We have expanded the team in the last year to recognise the broad reach of our services and the expertise required to deliver them. I am deeply grateful for the relentless endeavour of this talented team to ensure Spurgeons is equipped to reach every family that needs us.

**Ian Soars**  
CEO



## Our Senior Leadership Team



**Annelize Mynhardt**  
Chief Finance and Operating Officer delivering sustainable financial strategies and oversight for support services, as well as overseeing our annual business plan.



**Lorraine White**  
Director of Services & Practice accountable for all children and family services including the development of new services, quality (safety and safeguarding), financial value and outcomes for children and families.



**Kate Roberts**  
Director of People & Culture responsible for developing an inclusive and empowering community of colleagues.



**Don Esson**  
Director of Partnerships and Development overseeing our giving strategy and partnership growth.



**Ann-Marie Fisher**  
Director of Communications and Digital Delivery responsible for developing our Digital Family Hubs.



# Our future plans

## Reflecting on 2023-24

Over the last twelve months we have successfully built a sustainable future for Spurgeons and the children and families we support. We have achieved this by:

- **Retaining our £1m+ contracts with local authority partners whilst transitioning our services to Family Hubs.**
- **Deepening our engagement with church and faith organisations to deliver expert and locally integrated services.**
- **Increasing our local authority business growth programme.**
- **Developing our volunteering options and fundraising capabilities.**
- **Exploring more commissioned and non-commissioned opportunities.**

## Looking forward to 2025 and beyond

In 2024-25 our strategic priorities will be:



**A major workforce transformation** to deliver services in a more innovative way, given the increased demand and reduced funding.



**Embedding Church and State into our support**, we are partnering with local authorities to develop more effective and impactful ways of working by maximising the buildings, expertise, volunteer base and resources of the faith and voluntary sector. Taking these elements together, we are building an agile, collaborative, and responsive organisation with a clear vision to deliver Family Hubs in partnership with both the Church and State.



**Transforming Spurgeons into a data-driven, storytelling, fundraising organisation**

focusing on explaining our work and the impact it has on the children, young people and families we are here to help.



We will enable more families and professionals to access our courses, products and resources when they need them, by

**increasing digital resources.** Our innovative digital Family Hubs will continue to integrate our services across our contracts to equip and train our colleagues in a more agile and flexible way.



**Working towards long-term financial sustainability**

Following two years of change and transformation where we have concentrated on more integrated ways of working and aligning our teams with strategy, we will focus on balancing our budgets, aiming to achieve a balanced budget approach by 2026-27, thereby positioning more funds towards growth.



**Working with families impacted by prison**

The Spurgeons Board has committed to invest £1m in multi-year funding, in our prison Family Hub programmes, Boys2Men and Behind the Wall/Beyond the Gate. Our belief is that the transformational work we are undertaking with children and families impacted by imprisonment, and the prisoners themselves, offers a life changing opportunity for these often-neglected families to flourish.



**Championing the voice of children**

As well as the broader work of Family Hubs in the faith and local authority sector, Spurgeons has launched our Advocacy programme to champion the voice and needs of children. Catherine Barker has joined us from the Family Hubs Network to lead on this work.

*Our hope is that by caring for over 30,000 families face to face, reaching those beyond our immediate geography through digital innovation and delivery, and speaking up for every family, Spurgeons is delivering on our vision to transform the nation one child at a time.*



# Our services and impact

This has been an extraordinary year. In the first nine months of 2023-24, we successfully re-tendered for all our major Local Authority and NHS contracts receiving excellent feedback from our Commissioners.

As a consequence we will continue to deliver Family Hub services as well as increase Spurgeons presence in some areas.

With this public sector work we face the challenge of reduced financial resources alongside increased demand. To maintain our high-quality services we have innovated our thinking around how we can continue to deliver well in the face of these resource constraints.

Family Hubs have paved the way to create strong partnerships with organisations in health, education, social care, justice, youth, faith groups, local communities and more. These partnerships are designed to make services more accessible to people who need them, particularly in the current cost of living crisis and in the face of long waiting lists for professional support.

We also plan to grow our Counselling services nationally and have acquired a third pre-school. We are thrilled that our two existing pre-schools were graded 'good' by Ofsted this year.

The quality of our practice underpins everything we do and our new Practice Handbook contains nine key standards designed to set a high bar for how we work and quality-assure our services.

Each day is a day we aim to give of our best. We hope that the information provided in the remainder of this report will offer a deeper understanding of our work and the impact it has on the children, young people and families we support. Their stories afford an insight into the collective difference our work is making.



**1.75 million**  
digital reach (helping families through our digital family hub)



**95%**  
children and families had improved outcomes when being supported by Spurgeons



**144**  
children in 3 preschools



**240**  
instances where children and adults were safeguarded through our intervention, keeping them safe from domestic abuse, neglect and poor mental health



**1,172**  
clients received counselling



**318**  
dads had one to one support in prisons



**252**  
families were supported in Elmbridge



**13,500**  
registered adults and children in Wiltshire



**15,300**  
contacts in Birmingham Forward Steps



**700**  
young people supported by Birmingham Young Carers

# Birmingham Forward Steps

Birmingham Forward Steps (BFS), began in 2018 and is a partnership between Birmingham City Council, Birmingham Community Health Care Trust, and four charities: St. Pauls, Springfield, Spurgeons, and Barnardos.

Spurgeons provides support for children up to five years old and their families with services including baby groups and breastfeeding. We also work with community and faith groups to provide specialised advice on debt, housing, and immigration.

As Family Hubs, some children's centres now support children up to 19 years old (up to 25 years for those with SEND).

## Client stories

"The support I have received has really helped me in my darkest of times."

"I was so isolated and broken, didn't know what to do. I was very scared at the start but Junaid put a lot of faith in me and helped me with things like my PIP claim and my mental health. I feel so much more confident and independent now."
















## Impact

**15,250**  
children, young people and their families in Birmingham were helped by Spurgeons in 2023-24 through targeted activities, advice and support.

**5-star**  
service is how families in Erdington rated their support.

**98%**  
of families in Hodge Hill would recommend Spurgeons Services to friends and family.

## Service Offering Contacts

 <b>15,517</b> Targeted Play Group	 <b>4,970</b> Baby Group	 <b>3,099</b> Food, Nutrition & Health
 <b>2,320</b> Speech & Language	 <b>2,186</b> Education for Parents	 <b>1,700</b> SEND
 <b>1,282</b> Education for Children	 <b>936</b> Family Support Drop-in	 <b>691</b> Breast-feeding Support
 <b>567</b> Emotional Wellbeing	 <b>502</b> Parenting Skills	 <b>317</b> Domestic Violence
 <b>294</b> Creche		



# Elmbridge

Our three family centres in Elmbridge support families with children up to the age of 11 and work alongside the youth provision and local authority family support teams. Domestic abuse, parental mental health and children's mental health remain the highest reported concerns. In 2023-24 we worked with 252 families and 505 children as well as supporting 193 families in the community.



## Impact

# 96%

of families would recommend our service to friends and family.

# 86%

of families make progress working with us (Family Star Plus Outcomes).

# 100%

of children and families make progress working with us (My Star Outcomes).



# Wiltshire

We manage six children's centres in Wiltshire which focus on family support for under-fives. Programmes promoting wellbeing and physical activity are particularly popular including Five to Thrive, Little Learners, and Buggy Walks. We also offer one-to-one and Mum2Mum support, healthy eating classes, and home safety education. Our Freedom Programme is designed to address domestic abuse.



## Impact

# 88%

of families make progress when working with us in 2023-24 (Family Star Plus Outcomes).

# 2,388

adults seen in 2023-24.

# 2,376

children seen in 2023-24.



# Young Carers

We support young carers up to 18 years old in Wolverhampton and Birmingham and have enhanced our counselling services in Birmingham with additional funding. The rise in mental health issues, particularly anxiety and stress, among young carers has prompted us to offer one-to-one support packages.

During school holidays, we run face-to-face groups to give young carers an opportunity to take a break and socialise. We also attended the Young Carers Festival where our young carers were able to enjoy camping, relax and have fun. For families we organised museum trips and days out to the seaside to provide some new experiences.

## Client stories

DB is a 16-year-old young carer who supports his 12-year-old sister who has mental health issues and possible ADHD and Autism. DB also looks after two younger siblings and his struggling mum. His sister's hospitalisation for mental health issues highlighted the family's need for support.

Despite mum's reluctance to seek help, referrals were made for a second-hand sofa and clothing. An online grocery order was placed after a hospital professional noted the lack of food at home. The family's positive relationship with their support worker fostered open communication, leading to assistance with essential items and groceries. Mum expressed gratitude and interest in volunteering to give back.



Pooja's visit to Downing Street and Parliament

## Impact

**75%**  
young carers making progress in 2+ areas during or after support from Spurgeons.\*

\* My Stars data

# Counselling

All our counsellors are fully qualified and members of the British Association of Counselling and Psychotherapy (BACP). We see children face to face in schools, in our own offices, in churches and children's centres and, in response to lockdown, we also started seeing teenage clients by Zoom. These children are referred to us by schools, GPs, child and adolescent mental health services, Early Help teams and parents.

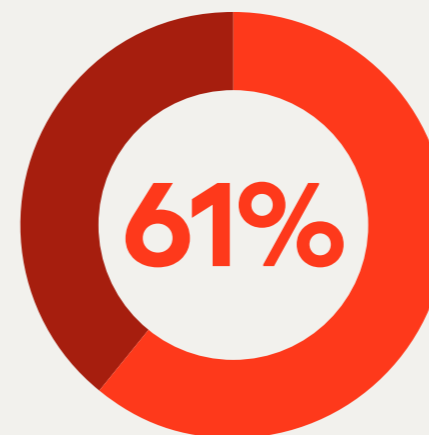


## Client stories

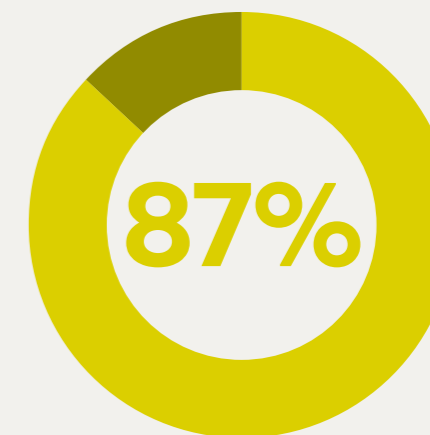
Thirteen-year-old Victoria struggled with a controlling family member, experiencing panic attacks and losing her sense of self. She disclosed thoughts of self-harm and suicide to her Spurgeons counsellor, Amelia. Through counselling, Amelia helped Victoria find her voice, build trust, and express her desires to distance herself from the family member. Creative writing exercises aided Victoria in recognising her feelings and asserting herself.

## Impact

During 2023-24 our Spurgeons counsellors offered 13,830 sessions to 1,172 clients.



Low wellbeing before sessions



Moderate or high wellbeing after sessions

# Invisible Walls

We have developed an award-winning Family Hub at HMP Winchester designed to help families reconnect in a positive way. By offering support and interventions for fathers in prison, our Invisible Walls initiative aims to reduce reoffending and improve outcomes for the whole family.

## Impact

# 9,980

**children and family members affected by imprisonment have been supported through our visits provision and one-on-one casework.**

# 318

**dads have been supported through Invisible Walls**



## Client stories

“What is really inspiring is how you work with dads with no judgement and that the emphasis is on them as fathers as a priority. This is invaluable for them to feel that they can move forwards and be in their children’s lives as positive role models.”

# Behind the Walls, Beyond the Gate

Behind the Walls, Beyond the Gates is a Spurgeons project which offers intensive pre- and post-release support to fathers and families. The support aims to reduce re-offending and intergenerational offending and is offered through various interventions including multi-agency family resettlement, self-study and workshops.

## Impact

# 12

**dads supported in 2023-24**

# 27

**children supported**

## Client stories

“It’s helped me to know the importance of family. I do know this but sometimes I let my focus slip hence going to prison again. It has helped me stay on my toes and remember what’s important: my family, children and partner.”

**Spurgeons has invested £1m over a multi-year period (2023 – 2027) in our Boys2Men and Behind The Walls, Beyond the Gate prison work.**

“I have found the partnership with Spurgeons really beneficial. By working together we have managed to double up on support for participants, both inside HMP Winchester and upon release.”

All Saints Foundation community manager

“Your service is invaluable. Communication with my client would have been near non-existent had it not been for Spurgeons support.”

Solicitor

# Boys2Men

This programme sets out to enable boys and young men in prison explore the idea of masculinity and male development. The content and activities encourage young men to become reflective thinkers and to develop an understanding of the role they play to themselves, their families and wider society. Our goal is to empower young men to see beyond their current circumstances and take active steps for a better tomorrow.



## Impact

# 107

boys seen in 2023-24

## Client stories

"In prison I don't always feel like I'm supported or have people who understand who I am and what I'm going through. It's good to have someone to talk to about these things. I go through a lot, so it's appreciated."

"I believe Boys2Men made a significant impact on the young adults they were supporting which impacted the overall culture of the unit. I hope going forward, you would keep my unit in mind as I be very happy to get help more support through this project."

Custodial Manager

"I didn't understand or realise the importance of masculinity for young men, I always learn something knew."

"I remember when you spoke to me about Boys2Men when I was dealing with a lot of unrest and uncertainty on the unit. After introducing the team to a couple of young adults on the unit and including them in your sessions, it was remarkable to see the change in their way of thinking and how they addressed their peers."

Custodial Manger



# Parent support

We support families with a wide range of requirements from people who need to access universal services to those higher up the 'Spectrum of Need' who would benefit from targeted support from multi-disciplinary teams.

Our families may be at breaking point over the behaviour of a child, emotional and social challenges faced by the parent, or where the child and parent's emotional wellbeing is severely challenged. We support people through a mix of 1:1 home visiting and group courses.

We offer courses for parents of children with a diagnosis of Autism Spectrum Disorder and domestic abuse. We also provide informal support through drop-in sessions in local primary schools and at parent toddler groups.

## Client stories

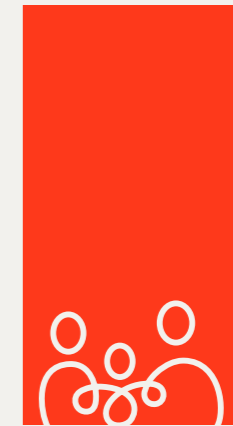
"I would recommend this service to anyone who is going through a difficult divorce and when the other parent is abusive. Leonie (Parent Support Worker) validated all my feelings and gave me tips and strategies to navigate this difficult situation. She also gave me back my confidence and self-esteem while the other parent was trying to undermine me."



## Impact

### Outcomes

# 77%



Improvement in Parenting Confidence

# 59%



Improvement in Children's Behaviour

# Preschools

We operate three preschools in East Grinstead, Maidstone, and Ramsgate which prioritise children with special educational needs, English as an additional language, and who qualify for Early Years Pupil Premium.

Spurgeons' holistic approach extends beyond preschool education, addressing familial challenges like hunger and domestic abuse. We collaborate with specialists to deliver tailored support for children and families that will help them thrive. This is particularly important in Ramsgate, where a high number of children are in local authority care or child protection services.

A recent Ofsted report of our schools said: "Staff have high expectations for all children including those with special educational needs and/or disabilities. They have an inclusive culture, where they are skilled at adapting activities so all children can join in."

## Client stories

Child A, a Romanian 3-year-old with non-English-speaking parents, faced challenges starting preschool including disruptive behaviour and developmental delays. Our staff implemented a staggered transition and built trust through consistent routines and visual aids. Referrals were made to Early Help and SEND services. With Kelly's support and specialist input, this child made significant progress, transitioning happily into preschool, improving language skills, and reaching developmental milestones.



## Impact

**100%**  
of parents would recommend Spurgeons to family and friends.

**4.9/5**  
Spurgeons rating for the quality of service from preschools.



# Together with Families

Our work with churches has been part of our charity's Christian identity for more than 150 years. Together for Families (TfF) activity is always connected to church, faith or community groups who serve and care about children and families in their local area. This activity is part of part of Spurgeons children's and family centre teams and thanks to these important local relationships we are able to reach out to more children and families.

Each context is different, for example we might set up and deliver new groups and activities where nothing exists or support established groups with specific requests. We also link families to more specialist services and offer groups, activities and spaces which connect families with each other to provide practical, emotional and social support for both parents and children.

2022-23



**205**  
Children



**142**  
Adults



**543**  
Families

2023-24



**326**  
Children



**195**  
Adults



**558**  
Families



# Our people

Our achievements are based on the dedication, expertise and passion of our entire team, made up of employees, volunteers and faithful supporters.

## A breakdown in numbers\*

- On 31 March 2024 Spurgeons employed a total of 364 employees, plus 43 colleagues on secondment from the Birmingham Community Healthcare Trust. This remains similar to 2023.
- The nature of our work and the sector we work in, as well as our colleagues' personal circumstances, means that many of these employees work part-time (30.8%) or term time only (18%). A further 3.2% of the workforce are on casual contracts.
- Less than half of our workforce (48%) work full-time, which is slightly lower than last year.
- 92% of our employees stated their gender as female, 67% declared their ethnicity as white and 40% cited their religion as Christian. While these figures appear to have changed significantly from last year, this is largely as a result of focusing on having a higher percentage of equality data in place for our workforce.
- As an organisation aiming to be welcoming and inclusive to all, we are proud to have a diverse range of ethnic backgrounds and religions in our workforce including 13.5% Asian/Asian British and 9% Muslims.
- Less than 20 paid roles in Spurgeons have an occupational requirement to be a Christian. They are limited to the Senior Leadership Team, roles in the fundraising team who support our Christian donor base, and our Together for Families workers who work closely with churches.

**364**  
Spurgeons employees  
at 31 March 2024

\*Data reported based on available data, currently representing 95% of employees

# Volunteers

Volunteers are an essential and important part of our workforce, as of 31 March 2024 we had 126 volunteers across our services supporting our work with children, families and vulnerable adults. Over the coming two years we intend to review the role volunteers could have in our workforce. We have positive examples of service users who have benefited from our services, becoming valuable volunteers with lived experience, now supporting other parents and families.



## Empowerment, inclusion, learning and engagement

We want Spurgeons to be a place providing opportunities and support where everyone is motivated to take ownership, appreciated for their uniqueness and committed to learning from each other. This will enable us to achieve our strategic goals of empowering our people, being a place of inclusivity and welcome and inspiring colleagues to serve children and families to their full potential.

As outlined in our Strategic Report, our values include six core behaviours. 89% of colleagues had appraisals in 2023 to recognise achievements and learn from the previous year, as well as set objectives for 2023, with all colleagues receiving regular supervisions. All colleagues had an objective based on their local 'have your say colleague survey' results focused on one of our six core behaviours that underpin our three values – "bring out the

best in each other while we work together for the right result".

In the first quarter, as part of our Equality, Diversity and Inclusion plan, we undertook training with the wider leadership team and People and Culture team to enable all leaders to weave a focus on inclusion into their objectives and day to day activities. We launched an online platform – Diversity Marketplace – to support colleagues with their own learning and offered a deeper dive into different diversity strands with two disability awareness webinars attended by over 150 attendees. In December 2023 we showcased our diversity and encouraged males into front line roles with an article for Jobs and Careers publication. We have been pleased to see a greater diversity of applicants as a result of launching a new recruitment toolkit.

As a final stage of the integration of Fegans into Spurgeons, all ex Fegans colleagues were given the opportunity to move onto Spurgeons terms and conditions, effective 1 December 2023. Nearly 80% decided to come across and benefit from increased holiday allowance and pension contributions.

## Training and Development

We continue to develop a learning culture with a focus on learning on the job and learning from each other, rather than just formal learning. This has included leadership development for our Senior Leadership team to support their progress as a high performing team. To keep colleagues up to date with current trends, legalisation, best practice and resources for children up to 19 years of age, we now offer access to the Community Care Inform learning platform and our Children and Young People Now Magazine online.

Working closely with the Practice team, a number of learning resources were created to encourage learning in areas identified to be of priority for some services. These include: Case Management, Relationships and Communication, as well as Outcomes and Impact. These areas will evolve further, alongside the new Practice Handbook roll out over the coming year.

This year our Mental Health Community of Practice has continued to be a forum where our own Counselling colleagues can share their knowledge and skills, sign posting

support and appropriate resources about managing mental health and wellbeing.

Our Counsellors continue to receive continuous professional development events ensuring the dedicated number of CPD hours each year to support their development. Topics consider both local needs and support the teams' strategic direction.

We continue to upskill our managers with the Managing People Well programme and Appraisal training. We have provided supportive tools to managers and employee representatives who were involved in change management to feel better equipped in having difficult conversations.

## Internal engagement

Ensuring our workforce is kept up to date is an important way to engage our employees. Our goal is to provide information in an appropriate way which inspires our people and connects the work we are doing with children and families across the whole of Spurgeons.

Our monthly newsletter, Spurgeons Together, is distributed to all employees and contains information, reminders, requests and good news stories. We often include a direct message from the CEO which is also supplemented by CEO emails, video updates and live updates via Microsoft Teams. Messages that are relevant only to particular teams or individuals are managed through a variety

of other channels including team meetings and regular supervision.

A highlight in 2023 was Spurgeons Day which happened over two days in June and was an opportunity to bring together over 250 colleagues. It was a wonderful opportunity build relationships, communicate our strategy, share good practice and recognise colleagues for the impact they are making through our Values Awards.

## Practice development

Over the last year we have continued to focus on developing quality of practice, building on our strengths and empowering colleagues within teams. We are committed to delivering quality services which result in positive and lasting impact for the people we support. Setting ourselves high standards and committing to quality is an important step in creating the best possible opportunity and environment for these positive changes to begin.

We believe that engagement and best outcomes are achieved through building trusting and respectful relationships with each other and the children, young people and families we support. We continue to monitor and evaluate the effectiveness of our services and to act on findings using feedback from service users, commissioners and colleagues as part of the monitoring evaluation.

Professional curiosity, reflection, learning and continuous improvement are key to our approach. The development of Spurgeons Practice Handbook incorporating our Quality Assurance Framework, sets out our starting point about being clear about "what good looks like."

Our Practice standards have been informed by statutory guidance and regulation and are based on evidence from the elements of practice which are most likely to lead to good quality services and positive outcomes for children, young people and their families. These practice standards include Management and Supervision, Recording and Report Writing, Assessment and Planning, Direct Work/Intervention, Childs Voice / Lived Experiences, Early Years, SEND, Working with Domestic Abuse and Co-Production.

During the last year we successfully achieved the OCN London Endorsed as a centre of excellence in recognition of high-quality delivery and bespoke training programmes. The OCN London Endorsed initial Centre Review found that systematic approach to quality control and the commitment of staff engaged with during the review, collectively demonstrated a commitment to children, young people and their families.

Our Safeguarding Policy and Child Protection Procedures have been comprehensively updated to ensure that they reflect the latest guidance and best practice and support us in our collective responsibility of keeping children safe.





## Quality and Practice



**One of our key beliefs is that outcomes for children will be improved if the quality of practice is improved.**

We have continued to support children and families across England in a variety of different ways and including where domestic abuse is a feature. Over this last year we have strengthened the understanding, skills, knowledge, and practice in relation to domestic abuse to all practitioners across Spurgeons. Enabling them to appropriately respond, maximise safety and support families and children. In 2023, 22 workshops were delivered –

these included Introduction to Domestic Abuse, Using the Domestic Abuse Stalking Honour Based Violence Risk Identification Check list (DASH RIC) and our role and responsibilities, coercive control, domestic abuse and young people, safety planning, adolescent to parent violence, and also bespoke sessions for services as requested. We received positive feedback from the 357 Spurgeons colleagues who attended the bespoke sessions.

# Our financials

## An overview of our financial performance for 2023-24

Aligned with the change and transformation signalled in our 2023-25 strategy, the financials also reflect a picture of continued transformation in both our commissioned and non-commissioned services. As reflected in our funds carried forward at 31 March 2024, the reduction in restricted funds doubled in comparison to prior year figures, decreasing by £1.4m (2022-23: £0.7m). The higher spend is a direct result of change management as we shape contracts to deliver effectively in the face of constrained resources. Similarly, unrestricted funds reduced by £1.2 million in the year to 31 March 2024 (2022-23: £1.2m), against prior year, reflecting larger investments in our fundraising capacity and capability to diversify income streams. Our aim is to achieve a balanced budget by 2027, which means more reserves can be invested into growth, increasing the impact and influence to support children

and families. The continued investment in change and transformation saw a combined reduction of £2.6m in our reserves compared to prior year figures (2022-23: £1.9m). As part of our cash flow strategy, we moved £0.3m from cash to investments (treasury bills) to maximise investment returns whilst managing working capital and free reserves required (2023-24: £5.3m; 2022-23: £4.6m).

With our existing contracts re-won and our footprint in Wiltshire enlarged, our large government-funded contracts continue to contribute significantly to the annual turnover in 2023-24 (2023-24:79%; 2022-23:76%). Even though we anticipated further reductions in reserves, when compared to 2022-23, our financials continue to reflect stability and resilience with reserves positioned at £18.3m (2022-23: £20.9m).

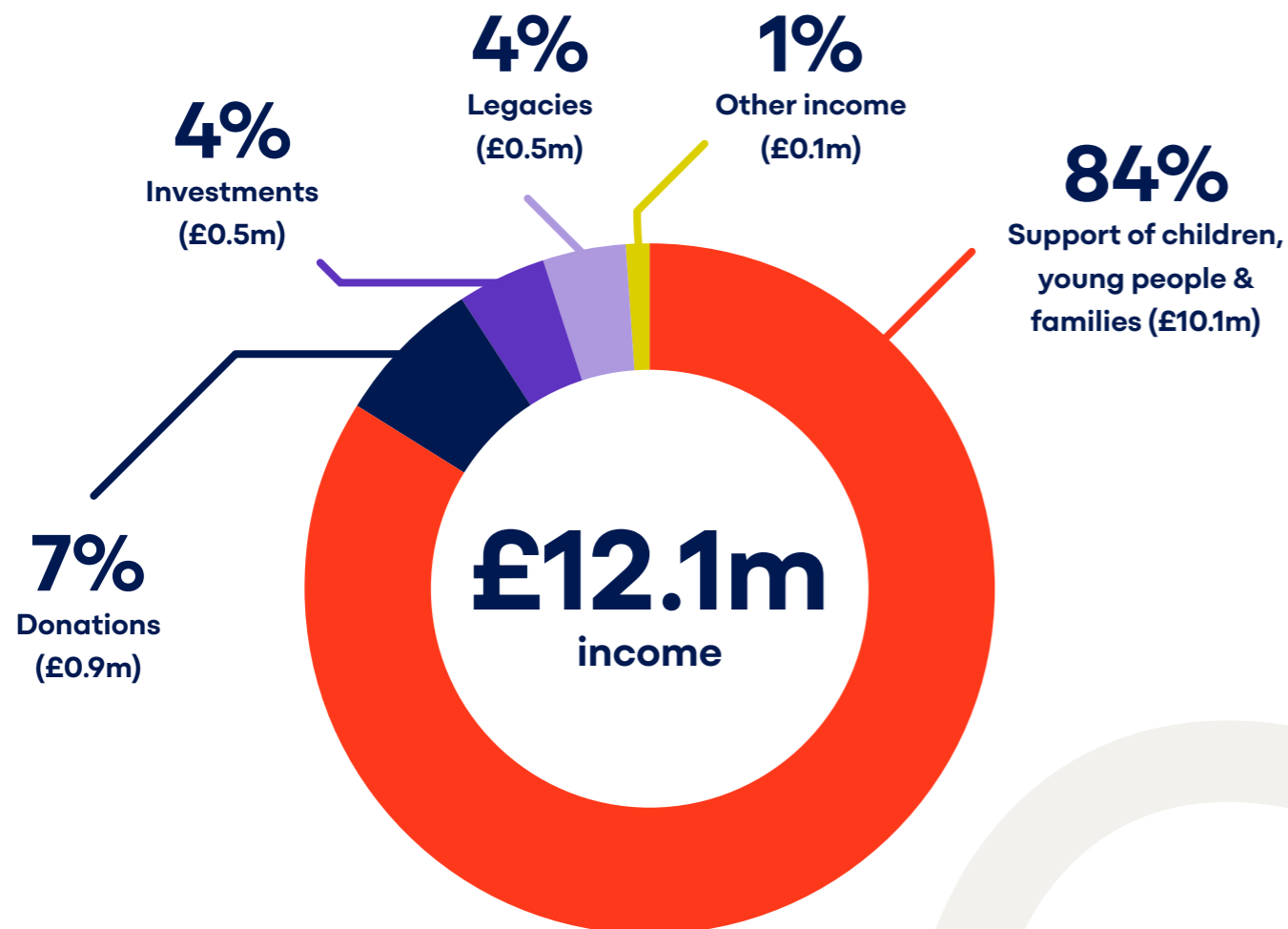


## Our income results for 2023-24

Overall, our total income reduced from £12.5m in 2022-23 by £0.4m to £12.1m in 2023-24, due to reduction in local authority income related to commissioned work (£0.5m), off-set by £0.1m service credits received from prior services.

Our immediate aim in 2024-25 is to increase our unrestricted voluntary income to £1.5m, subsequently adding a 30% year-on-year growth to see voluntary income reach £5m in 2030. In addition, we

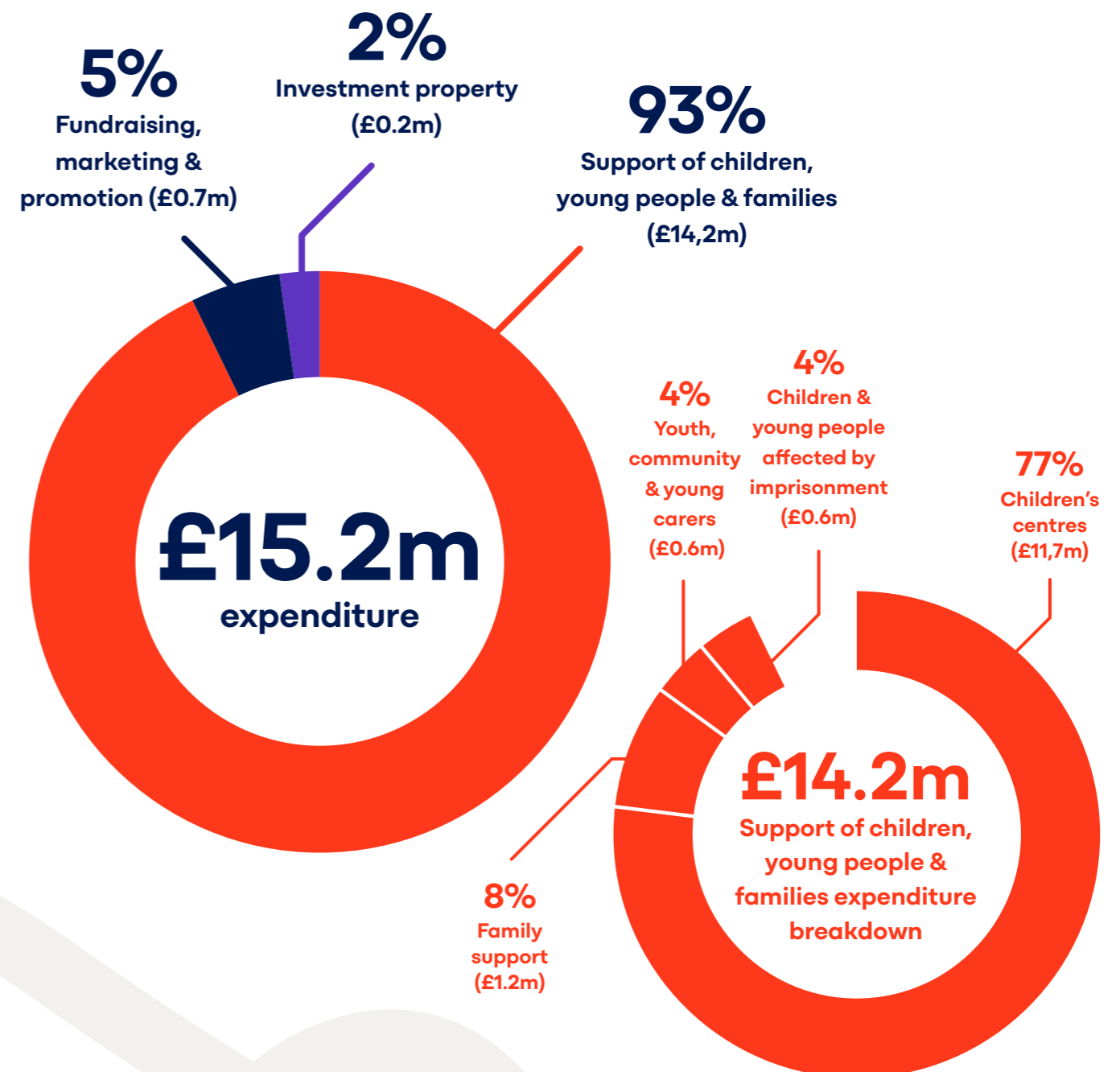
want to see commissioned services income increase by £1m in 2025-26, followed by gradual growth, seeing an additional £5m income in commissioned services by 2030. We know these are ambitious targets in the current external financial climate and with local authorities having to carefully consider spend. However, we are confident that our diversified income strategy will see a wider reach of donors and our advocacy efforts result in increased local focus on the social care budget.



## Our expenditure results for 2023-24

Our unrestricted expenditure increased by £0.5m to £3.7m (2022-23: £3.2m), due to augmenting our partnerships and development team to diversify income streams (£0.3m), maximising investments to achieve the best returns for our beneficiaries in future years (£0.1m) and higher charitable expenditure (£0.2m) focused on maintaining the quality service delivery in the face of increased cost of living.

Expenditure within the sphere of activities to support children, young people and families amounted to £14.2m (2022-23: £13.7m). Our services focused on children's centres accounts for £11.7m (82%) of total spend (2022-23: £11.3m). Family support work increased by 4% from last year, now amounting to £1.2m (2022-23: £0.7m). Our work with children and young people affected by imprisonment accounts for £0.6m of our spend (2022-23:



£1m) and our youth, community and young carers work accounts for £1m of total spend (2022-23: £0.6m).

A notable portion of overall expenditure, £11.9m (2022-23: £10.7m), is attributed to employment costs, representing 78% of our total expenditure, with most of this amount expended on personnel directly involved in delivering essential support services.

## Net Assets

### Our reserves

In 2023-24, £7.1m (2022-23: £8.5m) reserves were restricted and endowed; £8.4m (2022-23: £8.4m) was designated and general unrestricted funds amounted to £2.8m (2022-23: £4.0m).

Whilst restricted and endowed reserves can only be spent on the purposes they were given for, the designated funds of £8.4m (2022-23: £8.4m) are those set aside by the trustees for a particular purpose and comprise the Strategic Investment Fund £2.6m (2022-23: £2.6m), the Service Development Fund £3.5m (2022-23: £3.5m) and the Property Investment Fund £2.4m (2022-23: £2.4m). The trustees have earmarked £500k from the Strategic Investment fund to develop property, aimed at maximising returns and increasing operational income.

Development consultation started in 2023-24 with the majority of the work expected in 2024-25. In addition, trustees invested a further £0.8m (2021-2023: £0.3m) into Spurgeons Prisons services over the next three years from the Service Development Fund, commencing April 2024. General unrestricted funds were £2.8m (2022-23: £4.0m) with surplus availability within the designated unrestricted funds to meet the required £5.3m free reserves target, resulting in a strong balance sheet at 31 March 2024.

### Funds held as custodian trustee

These are funds held as custodian trustee on behalf of others. Included in the restricted and endowment funds are those of the DL Moody Trust, which is independently registered with the Charity Commission (registration number 284547). Fegans, the organisation acquired by Spurgeons in 2021, was the former custodian of the DL Moody Trust (in accordance with the Scheme of the Charity Commissioners dated 27<sup>th</sup> August 1980).

The capital of the trust is held in a non-expendable endowment fund. The objects are closely aligned to those of Spurgeons, so in accordance with the Charities SORP (FRS 102), as custodian trustees, and with Charity Commission consent, the DL Moody Trust was transferred on 30<sup>th</sup> June 2021 and has been included within the consolidated restricted funds of Spurgeons.



# Investment management

Spurgeons seeks to steward its assets well and applies the ethical standards that are based on our Christian faith in the context of our responsibility to manage investments in line with the Trustee Act 2000. Income from investments is an important part of our funding and how we balance good returns with an ethical investment policy can be found on our website ([www.spurgeons.org](http://www.spurgeons.org)).

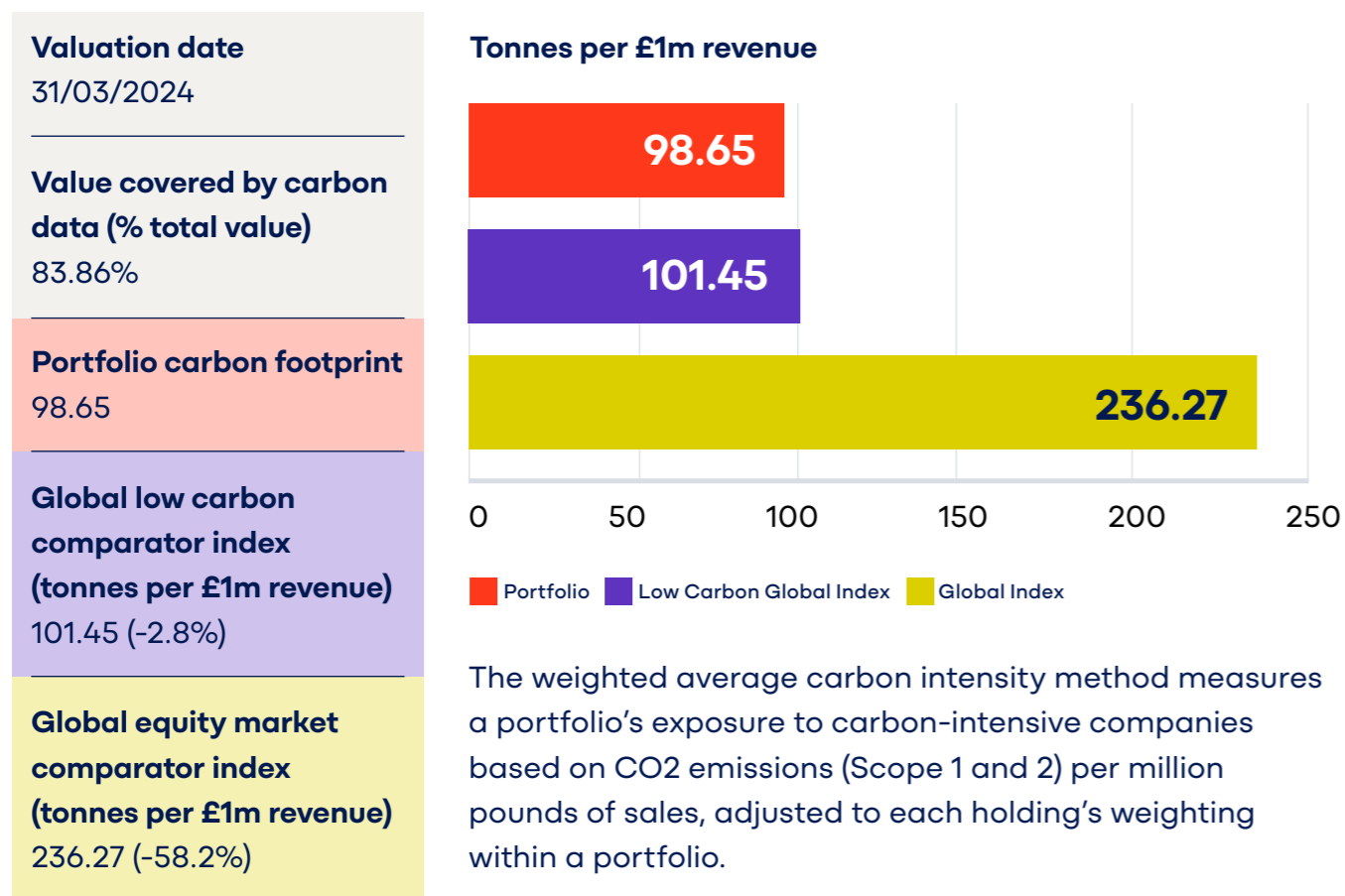
Trustees review our investment policy annually, and investment performance every quarter. At 31 March 2024, non-property investments, including the DL Moody Trust, were held in Common Investment Funds. Our approach to managing our investments is to take a moderate (low to medium) approach to risk. Our investment managers are Greenbank who specialise in Ethical, Sustainable and Impact investment management. Our investment portfolio targets a return of CPI+ 3% over the long term and follows the ethical investment policy of the Baptist Union. From 12 October 2022, the inception date of investing with Greenbank, the Spurgeons' investment portfolio delivered a total return of 10.2% net of all fees. The CPI + 3% investment objective returned 12.3% over the same period, at a time of historically high inflation.

Over the one year to 31 March 2024 the Spurgeons' investment portfolio returned 6.0% net of all fees compared to the CPI + 3% investment objective of 6.3%, although inflation is usually only used as

a performance measure over the medium to long term. The peer group ARC Charity Steady Growth Index returned 9.4% over the same period. This peer group index is a composite of performance data from c.1,400 charity portfolios across 35 investment managers taking a similar degree of risk, some of which have ethical restrictions and a sustainability focus, but many do not. The investment portfolio is targeting investments in companies that are aligned to long term sustainability themes which have a positive impact on both people and the planet. The investments are classified using the Impact Management Project's methodology according to their level of impact. Assessments of companies are made both on what a company does and the way it operates.

As of 31 March 2024, all investments in the portfolio met a minimum standard of demonstrating credibly that they are 'acting to avoid harm'. These are companies demonstrating the means to prevent negative impacts on people and the planet. In addition, 52.6% of the investment portfolio was rated as showing they are delivering 'benefits to people and planet' through important societal and environmental benefits. 14.3% of the portfolio is rated as either 'contributing to solutions' or 'contributing highly to solutions' by having a significant positive effect on important outcomes for underserved people and the planet. A further 1.2% of this investment portfolio was held in cash or cash like instruments.

## Greenbank carbon intensity reporting for Spurgeons' investment portfolio as at 31 March 2024



As of 31 March 2024, the Spurgeons' investment portfolio had a weighted average carbon intensity of 98.7 Tonnes of CO<sub>2</sub> eq/£m sales. This is 58% lower than an unconstrained global equity comparator index (236.3 CO<sub>2</sub> eq/£m sales) and 2.8% lower than a global low carbon comparator index (CO<sub>2</sub> eq/£m sales).

Greenbank undertake voting and engage with companies and policymakers on our behalf to push for positive change. This includes important topics such as achieving Net Zero and the Just Transition, tackling modern human slavery, protecting biodiversity and halting deforestation, pushing for fair pay and work standards

and food policy (including the sustainability of food supply chains, animal welfare and nutritional labelling). Rathbone Greenbank provide more information on their engagement activities on our behalf and their focus areas going forwards in their 2023-24 engagement review.

Our property investment portfolio comprises £6.7m (2022-23: £6.4m) of our total investments of £14.6m, with UK common investment fund amounting to £7.8m (2022-23: £4.8m). We transferred £2.7m from cash to investments in 2023-24, maximising the opportunities for higher returns from investing in shorter term treasury bills.



Valuations for our property investment portfolio were carried out by Nicolas & Co as at 31 March 2024, resulting in a £365k gain in property values from £6.4m in 2022-23 to £6.7m in 2023-24.

The trustees continue to monitor the balance of the portfolio and how the assets can be best used in the interests of our charitable purposes.

## Reserves policy

Like many other charities, Spurgeons relies on a small number of income sources. It is important that, however unlikely it may be that these sources all suddenly cease, we plan to hold sufficient reserves to meet our obligations and needs. In this respect Spurgeons reserves are strong and healthy.

Our reserves policy is reviewed annually by the Finance & Risk Committee and approved by the Board of Trustees. The trustees have carefully considered the requirement for us to maintain an appropriate level of free reserves, being those unrestricted funds not invested in fixed assets, designated for specific purposes or otherwise committed.

The trustees have taken into account the level of free reserves necessary to cover the following risks:

- Loss of restricted income as a result of the closure of major pieces of work or failure to retain commissioned work on re-tender.
- Working capital requirements.
- Potential redundancy and other

costs associated with the closure of a significant part of the organisation.

- Failure to hit fundraising targets.
- Volatility and uncertainty in the investment markets.
- An event having a major negative reputational effect on the charity.

Our reserves calculation comprises two areas of risk, the first being identifiable risks and the second being estimated operational deficits. The cost to mitigate against areas of identifiable risk is £3.1m (2022-23: £2.1m). In addition, the cost to fund ongoing operational deficits is £2.1m (2022-23: £2.5m). Combined, this indicates an estimated total requirement for free reserves of £5.3m (2022-23: £4.6m). Operational deficits are a reality as Spurgeons continue to meet increased demands in the face of income constraints. We are however optimistic that our operational deficits are reflecting a year-on-year decrease and are hopeful to achieve a balanced budget approach towards 2026-27 as we diversify our income streams and increase efficacy in operations.

The level of free reserves is represented by the General Fund which, at 31 March 2024 totalled £2.9m (2022-23: £4m), representing approximately 10 weeks (2022-23: 13 weeks) of planned operating expenditure. This leaves a potential deficit of £2.3m in readily available free reserves. With 2024-25 cashflow strategies positioned to sell investment property and treasury bills if required, and with the strong balances in our designated Service Development and Strategic Investment funds, trustees are confident that trustees are confident that any potential need for a further £2.3m of free reserves could be funded from the designated reserves.

# Going concern

While Spurgeons' reserves are strong, we are mindful of the constraints we work under, as well as the disruptive macro-environmental trends. As such, Spurgeons is investing in the ability to diversify income sources to augment sustainability over the long term as we look to broaden our vital services.

As projected in 2022-23, this year has seen growth in our fundraising teams to enable diversification of income streams. 2024-25 will see Spurgeons segment our fundraising into multiple income streams with a clear focus on key account management at every level. These segmented groups included church, corporate, major and mid-level donors. Our guiding principles for our fundraising will be relationally led whilst data informed to maximise our potential.

Trustees have reviewed the balance of liquidity versus fixed assets, as well as a rolling three-year cashflow alongside the free reserves required to mitigate potential risk, as well as the investment required to implement our long-term plans for diversification. As a result of our work and the strength of our reserves and value of our assets, we confidently assert that we are in a good financial position and that the charity's accounts can be prepared on the going concern basis.



# Fundraising and income generation

Our income is primarily sourced from contracts with the public sector, and we are pleased to report that we have successfully renewed all our local authority contracts, reflecting our strong performance and trusted partnerships.

This success is underpinned by our strategic approach of integrating the business development aspects of our organisation into our broader Partnerships and Development team in January 2024, which has not only streamlined our operations but also enhanced our service delivery efficiencies.

Voluntary income remains a cornerstone of our identity as the UK's leading Christian family charity. We are committed to supporting anyone in need, irrespective of their background or circumstances. Our community and supporter engagement continue to be vital, especially as we navigate through the post-pandemic recovery phase, which has allowed us to rebuild and strengthen our infrastructure through the merging of the Fegans' and Spurgeons' fundraising teams.

In 2023-24, we welcomed new leadership in key positions, including our Head of Fundraising, Philanthropy Lead,

and Research & Support Lead. These appointments have significantly bolstered our capabilities and are proving instrumental in our ongoing success. Our financial health is buoyed by robust legacy and grants income, ensuring we remain well-positioned for future challenges and opportunities.

As we look forward, the newly signed off fundraising strategy in February 2024 marks a pivotal shift towards a more integrated and insight-driven approach. The recruitment of a Legacies Fundraising Manager, a Community/Digital Fundraising Manager, and the forthcoming appointment of a Database Manager are strategic moves designed to leverage data insights to enhance our fundraising effectiveness.

With these developments, we are set for a promising 2024-25, driven by innovation and a deep commitment to the communities we serve.

# Spurgeons' activities

Spurgeons' fundraising team is immensely grateful to our funders who have continued to support our vision of nurturing children and families. Our collaboration with the Cinnamon Network has guided our simplification, and eventual replication, of our Church-based Family Hubs. This will enable us to expand at pace, providing a cost-effective integration pathway for local churches and local authorities.

We continue to integrate our work with both State and Church, fostering partnerships that are both impactful and sustainable. We are thankful for the ongoing support from all our partners and funders, and we look forward to reporting our new strategies, enhanced impact, and significant outcomes in the upcoming year.

focused on a young person who cares for his disabled Father and three younger siblings. During the summer one of our Spurgeons Counsellors shared the story of a teenager who battled with anxiety, disordered-eating and self-harm, and how counselling had brought freedom, recovery and healing.

And at Christmas, our campaign focused on the work of Family Hubs, told through the story of single mum, Gill, and her young daughter Yasmin. Gill had been struggling with mental health problems and addiction and was supported through all of those things by the team at one of our centres. Yasmin also benefited from our children's support courses to help her through the situation. The difference that Regine, their family support worker, made was transformational and the campaign demonstrated the incredible impact Spurgeons has.

## Appeals

We ran three campaigns throughout the year, during Easter, Summer and Christmas and received incredibly positive responses to all. Cumulatively, these appeals raised £73,165. We are grateful for the hundreds of individual and church supporters that donated throughout the year and made transformational differences to the lives of the children and families we serve.

Throughout the year we featured a range of our services helping supporters see the breadth of the impact they make. Easter featured our Young Carers project and

## Fundraising regulator

Spurgeons has further strengthened its commitment to best practices in fundraising by registering with the Chartered Institute of Fundraisers, complementing our ongoing adherence to the Fundraising Regulator's Code of Fundraising Practice. This demonstrates our dedication to maintaining the highest standards in all our fundraising activities and ensures we remain at the forefront of ethical fundraising.

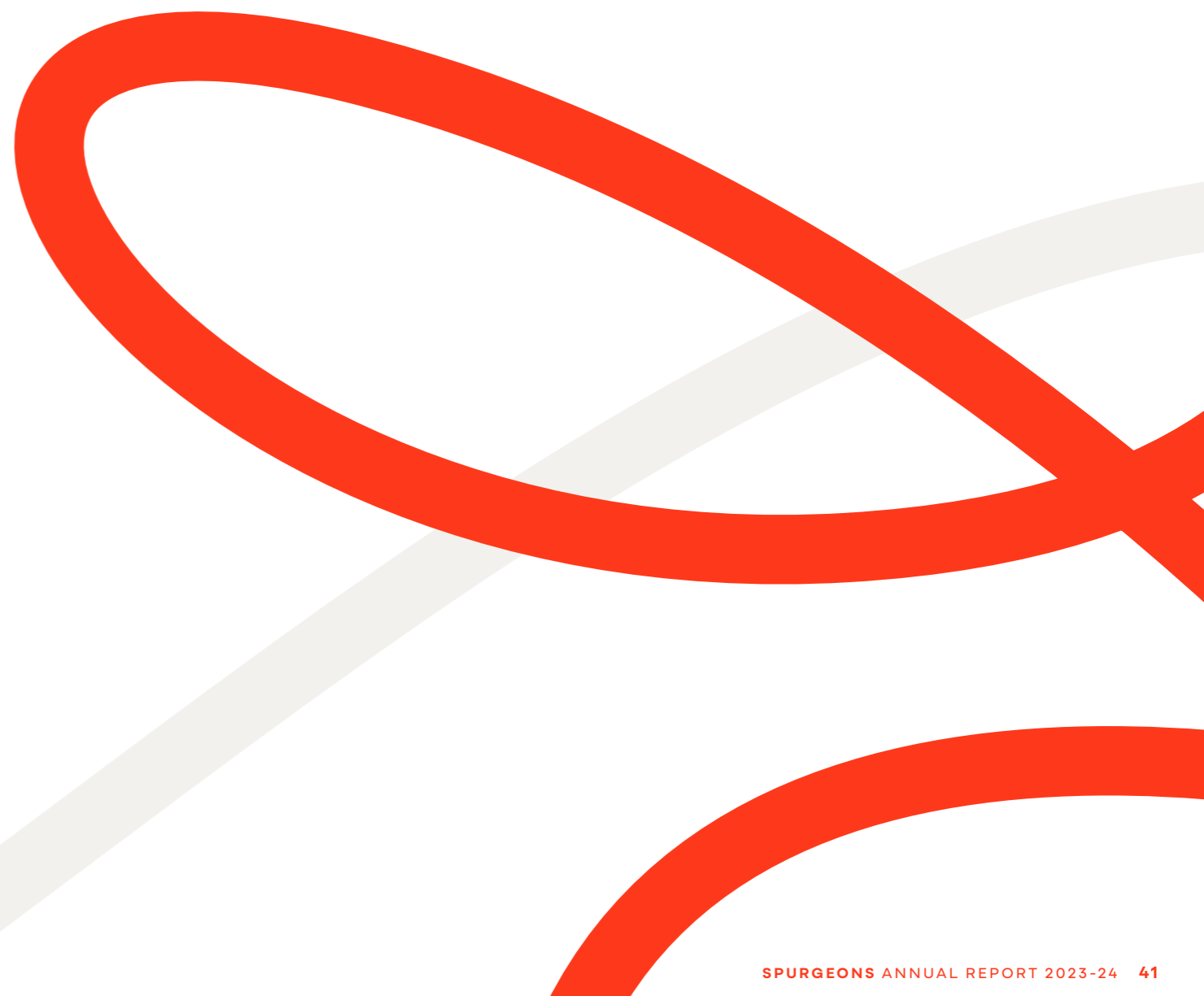


We are committed to excellent donor care and continuously review our Donations Policy and Fundraising Promise, both of which are accessible on our website. Our Complaints Policy is also available online, and we are pleased to report no complaints related to our fundraising activities for the year ending 31 March 2024.

In 2024-25, we aim to enhance our fundraising initiatives by leveraging data-driven strategies and integrating advanced digital tools to better engage with our donors and stakeholders. This includes working

towards greater use of business intelligence and insights to tailor our communications and fundraising appeals more effectively, ensuring that supporters have customised engagement with Spurgeons.

We continue to prioritise the safety and responsible use of personal data, adhering strictly to GDPR regulations. Our GDPR Policy is readily available on our website, providing transparency about how we handle personal data and offering clear options for individuals to manage their communication preferences with us.



# Risk management

Identifying and actively managing risk is an important part of ensuring that Spurgeons remains a healthy and impactful charity and ensures that trustees remain focused on the appropriate issues as they lead the organisation. This continues to be done at a Board and senior staff level by maintaining a Risk Register that identifies the key organisational risks.

The Risk Register is co-owned by our Board of Trustees and the Chief Executive. It follows the good practice format set out by the Charity Commission, which includes clarity regarding current mitigations, key actions, who these actions are assigned to, and a risk score that is related to a RAG-rating (Red, Amber, Green). Each of our Board's Committees has responsibility for monitoring how we manage risks relevant to their remit. Their consideration is then reported to the full Board.

## Key risk summary

Risk	Mitigating actions
Significant reduction of unrestricted reserves, compromising ability to sustain operations effectively /going concern.	<ul style="list-style-type: none"> <li>Continued monitoring of spend and income against long term financial plans to achieve balanced budget approach.</li> <li>Increasing efficacy in our commissioned services contracts, ensuring the same quality delivery at a lower cost, given the fixed income local authority budgets.</li> <li>Robust strategies to focus on commissioned services growth.</li> <li>We value our partnerships and work closely with Commissioners and partners to ensure we deliver the highest quality of services to children and families.</li> </ul>



## Key risk summary (continued)

Risk	Mitigating actions
Children and families put at risk by Spurgeons, in breach of our Safeguarding or Health & Safety standards and procedures.	<ul style="list-style-type: none"> <li>We have rigorous safeguarding policies and practices in place across the whole organisation, including a safer recruitment process, essential training for all staff on safeguarding vulnerable adults and children, and regular review of complaints.</li> <li>Our Standards &amp; Outcomes Committee reviews and scrutinises the Safeguarding and Health &amp; Safety performance across all sites every quarter.</li> <li>We engage in peer review of safeguarding incidents and learning reviews where appropriate.</li> <li>Head of Practice Development supports safeguarding good practice across projects and services.</li> <li>We work with professional external Health &amp; Safety consultants to ensure accuracy in our processes, procedures and policies and that all sites meet the required Health &amp; Safety standards.</li> </ul>
Strategic drift.	<ul style="list-style-type: none"> <li>Our strategy is underwritten by a clear business plan, segmented, and linked to each accountable department.</li> <li>Progress against the business plan is reported quarterly to Trustees.</li> <li>Our annual budget – as well as designated funds – is closely linked to our overall strategy and business plan, ensuring that daily operational activities align with strategic outcomes.</li> <li>We are focused on achieving greater efficacies in our structure, ensuring sustainability and alignment to longer-term strategy.</li> <li>Actively scanning the external landscape monitoring the factors that might impact the delivery of our strategy.</li> </ul>

## Key risk summary (continued)

Risk	Mitigating actions
Inability to deliver high quality or key services due to retention or staff challenges driven by team transitions.	<ul style="list-style-type: none"> <li>• Design and implementation of efficiencies in our operational delivery models and ways of working.</li> <li>• We have implemented staff development programs with internal promotion opportunities and enhanced training opportunities.</li> <li>• We developed contingency plans for business continuity.</li> <li>• We continue to review flexible working opportunities and staff wellbeing packages.</li> <li>• Ongoing pay and rewards reviews to ensure pay and rewards are competitive.</li> </ul>
Unsatisfactory voluntary fundraising returns compared to our targets.	<ul style="list-style-type: none"> <li>• Robust financial strategy to monitor our non-commissioned services growth.</li> <li>• We develop robust channels to diversify our income, including realistic KPI's to measure progress and adapt with agility where required.</li> <li>• We focus on developing partnerships and networks that align to our strategy.</li> <li>• We continue to implement our new brand strategy with a clear USP.</li> <li>• We are reviewing our resource requirements and system infrastructure to ensure an effective supporter engagement and retention approach.</li> </ul>

## Key risk summary (continued)

Risk	Mitigating actions
Failure to meet compliance, regulatory requirements, or good governance.	<ul style="list-style-type: none"> <li>• We continue to focus on relevant, diversified talent in our Board of Trustees.</li> <li>• We are regularly reviewing committee terms of references, sub-committee structures required as well as related skills and roles.</li> <li>• We benchmark our internal processes against Regulatory requirements.</li> </ul>
Financial loss and data integrity from cybercrime.	<ul style="list-style-type: none"> <li>• We regularly review the relevance of our IT systems, controls and firewalls and implement updates where required.</li> <li>• We continue to research and implement initiatives to ensure data security.</li> <li>• We hold Cyber Essentials Accreditation.</li> <li>• We engage in mandatory GDPR and data protection training.</li> </ul>



# Our commitment to good governance

Spurgeons is a registered charity, (registered number 1081182), and a company limited by guarantee registered in England (registered number 3990460). Spurgeons is governed by a Board of Trustees who are also appointed as company members for their term of office. The Board has a maximum of 12 members who must all profess a Christian faith as set out in Spurgeons’ statement of faith.

Our Articles of Association, last reviewed and updated in 2017, set out how we are governed. We are committed to meeting the standards set out in the Charity Governance Code as part of our commitment to maintaining high standards of leadership and work.

Trustees are appointed for a three-year term of office and can be re-elected for one further three-year term. Recruitment of trustees follows our Safer Recruitment Policy and our Equality and Diversity Policy, and, where appropriate, we are clear about any specialist skills or experience we are seeking to fill.

New trustees receive an induction that includes an overview of Spurgeons’ work

and activities. All trustees receive training to enable them to fulfill their role, including the completion of five essential courses to ensure they are compliant.

The Board of Trustees meets four times a year based on a quarterly cycle, including one two-day residential meeting towards the end of the calendar year. Additional meetings of the trustees can occur when there is a need to consider a specific item of business that has arisen between meetings. Trustees will also receive regular updates from the Chief Executive and are sent key documents that may not be included in Board meetings but may contain helpful or important information that allows them to carry out their work effectively.



The Board has established three Committees, each with specific terms of reference. These are:

Finance & Risk Committee	Oversees strategic risk (in collaboration with other committees), fundraising, and all financial aspects, including setting and managing the internal financial controls, budget setting, management against budget, and investment policy appraisal.
People & Culture Committee	Ensures compliance with all aspects of employment law; oversees processes for the appointment, performance, wellbeing and ongoing training for Trustees and the CEO, annual salary/remuneration package for the CEO and Directors; recommends the budget for salary increases as well as covers aspects of complex employee relations, culture aspirations including Christian identity; Equality, Diversity and Inclusion, Learning and Development/Knowledge and Skills development.
Standards & Outcomes Committee	Examine and review all systems and methods of Safeguarding, Knowledge and Skills (training), and Health and Safety management; ensuring the charity is compliant with all aspects of the law, relevant regulations and good practice in relation to service beneficiaries. The committee also review quality and impact of services, as well as emerging development plans.

The Chief Executive Officer acted as the Company Secretary in 2023-24, however our Head of Governance and Strategic Programmes was appointed as Company Secretary on 9 May 2024.

Spurgeons prioritises the safety of its staff and clients - we have a Health and Safety panel, as well as a Safeguarding panel which meet every three months with all senior operational leaders, and their outcomes and actions are reviewed by the Standards and Outcomes Committee.

## Governance and decision-making

The Board is responsible for Spurgeons’ governance and it shapes and agrees our vision, mission, values and strategy. Trustees are encouraged to pray and reflect deeply on the spiritual, social and economic aspects of their work.

Day-to-day management of the charity is delegated to the Chief Executive, who in turn delegates management of specific projects to members of the Senior Leadership Team (SLT) and their line reports who head different departments. Strategy is drafted by the Chief Executive with the SLT, with input from the Wider Leadership Team (WLT), after consultation and research with specific stakeholders and the trustees. The Board approve the strategy and delegate responsibility for implementing it to the Chief Executive and his team.

The Board reviews and approves a Delegated Authority Framework regularly that sets out key areas of decision making and where accountability and responsibility rests. This is set within a framework of good stewardship and best practice governance principles about how and why we delegate (or why we do not, in some cases) authority and responsibility to different grades within our staffing structures.



# Key management personnel and Remuneration Policy

During the year membership of the Senior Leadership (SLT) consisted of the Chief Executive, Chief Operating Officer, Director of Services and Practice, Director of People and Culture, Director of Partnerships and Development, Director of Communications and Digital Delivery and Head of Strategic Programmes and Governance.

Director members of the SLT have their remuneration reviewed annually by the People and Culture Committee who make a pay recommendation to the Board for approval. Salaries of all other employees are subject to an annual incremental increase up to the top of a salary band for each role, and an additional discretionary cost of living increase based on the local government National Joint Council (NJC) pay award that requires Board approval. Our Remuneration Policy is published on our website. It includes an aim that no employee is paid less than the real living wage and the principle that the Chief Executive's salary is no more than five times the median full-time equivalent within the charity, although in practice

the differential is lower than this. The Remuneration Policy is published alongside our annual Gender Pay Gap Report. We are encouraged that our mean gender pay gap has reduced between 2022 and 2023.

Trustees do not receive any remuneration for their service but are compensated for any expenses incurred in undertaking Spurgeons' business.

The Trustee Indemnity policy covers the legal liability of Trustees in relation to claims against them for any actual or alleged act, error or omission committed or attempted by them arising from the performance of that person's duties solely in their capacity as a Trustee.



# Carbon reporting

While we are dedicated to legislative compliance and upholding our Christian values, we are steadfastly committed to achieving maximum energy efficiency and reducing our carbon footprint.

This unwavering dedication is evident in our daily operational choices, ranging from the implementation of energy-efficient lighting to the utilisation of fair-trade products. We have successfully gathered data on electricity and gas consumption across 12 sites, comprising 9 Children's Centres, a Young Carers office, an office setting in Kent and our head office in Rushden.

The table below outlines our total usage across the aforementioned sites. It represents an overall decrease compared to the previous year which can be attributed to closing our Tunbridge Wells office for a few months, to allow

for important maintenance and repairs. Additionally, we are participating in the Energy Saving Opportunity Scheme (ESOS) Phase 3 reporting, which will provide more comprehensive information of our energy usage and additional ways to further reduce energy use.

To provide a comprehensive breakdown, electricity usage accounted for 221.707MWh across 12 sites, while gas consumption reached 428.926MWh. Unsurprisingly, the energy consumption is primarily concentrated within the large Children's Centres which operate daily and attract a high footfall.

Energy consumption	April 2023 – March 2024 (MWh)	April 2022 – March 2023 (MWh)
Electricity	221.707	472.204
Gas	428.926	212.504
Total Energy Consumption	650.633	684.708



The average electricity consumption for the Children's centre is 17,106 kWh and in relation to gas is 49,0136 kWh. Currently, we are unable to provide energy usage reports for 18 sites. Among these sites, 9 are Children Centres, there are two Family Centres, and two are Prison services based within Prison sites, with utilities being managed by the prisons. A further three are pre-schools and a specialist site at Faringdon, managed by the landlord and recharged to Spurgeons. Remaining sites are the archive and storage facilities where utilities are included in the rent.

We expect reduced energy use moving forward as the Wiltshire Children's Centres are now based within community

locations operated by Wiltshire Council. The additional reduction in energy use is attributed to Wolverhampton services being delivered directly from the Council.

We recognise the progress made in our commitment to environmental responsibility and it is our earnest objective to continue monitoring and optimising our energy consumption across all sites. By aligning with our core principles and adhering to the Energy Savings Opportunity Scheme (ESOS) objectives, we aim to make further strides in reducing our environmental impact and through collective efforts we will ensure sustainable practices are ingrained within Spurgeons.

# Statement of Trustees' Responsibilities

Spurgeons is governed by a Board of Trustees who are also directors of the charity for the purposes of company law. The trustees are responsible for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year that 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 those financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities' SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK accounting standards, subject to any material departures, disclosed and explained in the financial statements, have been followed.

- Prepare the financial statements on the going concern basis unless it's inappropriate to presume that the charitable company will continue in business.

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

So far as each of the trustees is aware at the time the report is approved:

- There is no relevant audit information of which the charitable company's auditors are unaware.



- The trustees have taken all the steps that they ought to have taken in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees have considered the Charity Commission guidance on public benefit in deciding what activities to undertake.

This report contains an explanation of the significant activities undertaken during the year to carry out the Charity's aims for the public benefit, and also the achievements measured against the objectives set by the trustees.

## Auditors

On 18 November 2024 the company's auditor changed its name from Haysmacintyre LLP to HaysMac LLP. HaysMac LLP was re-appointed as auditors during the year and has expressed its willingness to continue in office as auditor.

The Trustees' Annual Report, including the Strategic Report, has been signed on behalf of the Board of Trustees by Mike Rebeiro on 5 November 2024:

*Mike Rebeiro*  
Mike Rebeiro (Dec 6, 2024 14:56 GMT)

**Mike Rebeiro**  
Trustee



# Independent auditor's report

## Opinion

We have audited the financial statements of Spurgeons for the year ended 31 March 2024 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue



## Independent auditor's report

as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report and the Chair's statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or

## Independent auditor's report

- certain disclosures of trustees' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit.

### Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 51, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's

report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to charity and company law applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that

the principal risks were related to revenue recognition, in particular in relation to the risk of improper journals being posted to revenue, and management override of controls. Audit procedures performed by the engagement team included:

Inspecting correspondence with regulators;

- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reviewing the controls and procedures of the charity relevant to the preparation of the financial statements;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than

error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at:

[www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

This description forms part of our auditor's report.

### Use of our report

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



**Lee Stokes** (Senior Statutory Auditor)

For and on behalf of:  
HaysMac LLP, Statutory Auditors  
10 Queen Street Place,  
London  
EC4R 1AG  
Date: 9 December 2024



# Financial statements

## Statement of Financial Activities for the year ended 31 March 2024

	Notes	2024			2023		
		Unrestricted Funds £000s	Restricted Funds £000s	Total Funds £000s	Unrestricted Funds £000s	Restricted Funds £000s	Total Funds £000s
<b>Income from:</b>							
<b>Donations &amp; legacies</b>							
Donations		411	481	892	354	793	1,147
Legacies		476	-	476	232	-	232
<b>Investments:</b>							
Rental income		104	-	104	121	35	156
Interest		248	-	248	126	-	126
Dividends		147	-	147	122	-	122
<b>Charitable activities</b>							
Amounts received towards the support of children, young people & families	3	734	9,362	10,096	1,089	9,546	10,635
<b>Other income</b>							
Other income		111	20	131	5	40	45
<b>Total income</b>		<b>2,231</b>	<b>9,863</b>	<b>12,094</b>	<b>2,049</b>	<b>10,414</b>	<b>12,463</b>
<b>Expenditure on:</b>							
<b>Raising funds</b>							
Fundraising, marketing & promotion		736	12	748	450	-	450
<b>Investment property costs</b>							
		249	-	249	150	-	150
<b>Charitable activities</b>							
Support of children, young people & families	4	2,722	11,495	14,217	2,566	11,141	13,707
<b>Total expenditure</b>	5	<b>3,707</b>	<b>11,507</b>	<b>15,214</b>	<b>3,166</b>	<b>11,141</b>	<b>14,307</b>
<b>Net expenditure before net gains/(losses) on investments</b>		(1,476)	(1,644)	(3,120)	(1,117)	(727)	(1,844)
<b>Net gains/(losses) on investments</b>	9	525	-	525	(82)	-	(82)
<b>Net expenditure after net gains/(losses) on investments</b>		<b>(951)</b>	<b>(1,644)</b>	<b>(2,595)</b>	<b>(1,199)</b>	<b>(727)</b>	<b>(1,926)</b>
Transfers between funds		(218)	218	-	-	-	-
<b>Net movement in funds</b>		<b>(1,169)</b>	<b>(1,426)</b>	<b>(2,595)</b>	<b>(1,199)</b>	<b>(727)</b>	<b>(1,926)</b>
<b>Total funds brought forward at 1<sup>st</sup> April</b>	13	<b>12,414</b>	<b>8,519</b>	<b>20,933</b>	<b>13,613</b>	<b>9,246</b>	<b>22,859</b>
<b>Total funds carried forward at 31<sup>st</sup> March</b>	13	<b>11,245</b>	<b>7,093</b>	<b>18,338</b>	<b>12,414</b>	<b>8,519</b>	<b>20,933</b>

- The results relate to continuing activities. Included within the restricted funds column are endowment funds with a balance as at 31<sup>st</sup> March 2024 of £511k (2023:£511k).
  - Movements on endowment funds are shown in Note 13.
- The Notes on pages 60 to 72 form part of these financial statements.

## Balance sheet as at 31 March 2024

	Notes	2024 £000's	2023 £000's
<b>Fixed assets</b>			
Tangible fixed assets	7	374	381
Intangible fixed assets	8	73	101
Investments	9	14,586	11,202
<b>Total fixed assets</b>		<b>15,033</b>	<b>11,684</b>
<b>Current assets</b>			
Stock		-	-
Debtors	10	840	763
Property held for resale	12	-	715
Cash at bank and in hand		4,314	9,004
<b>Total current assets</b>		<b>5,154</b>	<b>10,482</b>
<b>Liabilities</b>			
Creditors: Amounts falling due within one year	11	(1,849)	(1,233)
Net current assets		3,305	9,249
<b>Total net assets</b>		<b>18,338</b>	<b>20,933</b>
<b>The funds of the charity</b>			
Endowment funds	13(a)	511	511
Restricted funds	13(a)		
- D.J. Thomas fund*		4,735	4,735
- UK projects fund		1,847	3,273
<b>Total restricted funds</b>		<b>7,093</b>	<b>8,519</b>
- Designated funds **	13(a)	8,404	8,429
- General funds ***	13(a)	2,841	3,985
<b>Total unrestricted funds</b>		<b>11,245</b>	<b>12,414</b>
<b>Total funds</b>		<b>18,338</b>	<b>20,933</b>

\* The D.J.Thomas fund includes a revaluation reserve of £2,648,000 (2023: £2,648,000)

\*\* Designated funds include a revaluation reserve of £2,145,200 (2023: £1,795,200)

\*\*\* General funds include a revaluation reserve for investment property.

Approved by the Board of Trustees and authorised for issue on **5 November 2024** and signed on its behalf by:

*Colin Jones*  
Colin Jones (Nov 19, 2024 04:55 GMT)  
**Colin Jones**  
Trustee

## Statement of Cash Flows as at 31 March 2024

	Notes	2024 £000's	2023 £000's
<b>Cash flows from operating activities</b>	(a)	<b>(3,071)</b>	(1,554)
<b>Cash flows from investing activities:</b>			
Rental income		104	156
Interest and dividends		395	248
Purchase of fixed assets		(3)	(84)
Additions at cost: common investment funds	9	(4,352)	(333)
Disposal proceeds: common investment funds	9	1,552	2,167
Disposal proceeds: current asset investments		710	2,550
Cash retained in common funds	9	(25)	(67)
<b>Net cash used in investing activities</b>		<b>(1,619)</b>	4,637
<b>Change in cash and cash equivalents in the year</b>		<b>(4,690)</b>	3,083
<b>Cash and cash equivalents at beginning of year</b>		<b>9,004</b>	5,921
<b>Cash and cash equivalents at the end of the year</b>	(b)	<b>4,314</b>	<b>9,004</b>

## a) Cash flows from operating activities

	Notes	2024 £000's	2023 £000's
<b>Net cash (used in) provided by operating activities</b>			
<b>Net income</b>		<b>(2,595)</b>	(1,926)
<b>Adjustments for:</b>			
Depreciation charges		38	34
Dividends, interest & rents from investments		(499)	(404)
Decrease in stock		-	7
(Increase)/decrease in debtors		(77)	280
Increase in creditors		616	328
Net losses/(gains) on investments		(554)	127
<b>Net cash (used in) operating activities</b>		<b>(3,071)</b>	<b>(1,554)</b>

## b) Analysis of changes in cash and cash equivalents

	At 1 April 2023 £000's	Cashflow £000's	Non-cash changes £000's	At 1 April 2024 £000's
Cash at bank and in hand	9,004	(4,690)	-	4,314
<b>Total</b>	<b>9,004</b>	<b>(4,690)</b>	<b>-</b>	<b>4,314</b>

## Notes to the financial statements for the year ended 31 March 2024

### 1 Accounting Policies

#### a) General information

Spurgeons is a charitable company limited by guarantee incorporated in England and Wales (Company number 3990460) and registered with the Charity Commission (Charity Registration number 1081182). The charity's registered office address is 74 Wellingborough Road, Rushden, Northamptonshire NN10 9TY.

#### b) Basis of preparation

The financial statements have been prepared under the historical cost convention, as modified by the revaluation of fixed asset investments which are carried at fair value, and in accordance with the Statement of Recommended Practice for Charities (SORP – Second Edition effective 1 January 2019), applicable accounting standards (FRS 102) and the Companies Act 2006.

The charitable company meets the definition of a public benefit entity under FRS102.

#### c) Going concern

The Trustees consider that there are no material uncertainties regarding the charitable company's ability to continue as a going concern. In making this assessment, the Trustees have also considered the impact of the new strategy and designated fund investments. Taking each of these factors into account the Trustees consider that there are sufficient funds and clarity to our mission to ensure that we will remain a going concern for at least 12 months from the date of approving these financial statements.

#### d) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Dividends, collections and appeals are credited to the Statement of Financial Activities as received.

Interest, rents and amounts receivable from local authorities towards the support of children, young

people and families are credited to the Statement of Financial Activities on an accruals basis.

Legacies are recognised when the charity is notified of entitlement, providing receipt is probable and the amount receivable can be estimated with sufficient accuracy.

Goods and services donated for the charity's own use are recognised in the Statement of Financial Activities at the value to the charity as both income and expenditure.

#### e) Expenditure

Expenditure is accounted for on an accruals basis. Irrecoverable VAT is included within the expense items to which it relates.

Direct expenditure on charitable activities includes all costs directly relating to delivering the charity's principal activities in supporting children, young people and families.

Support costs consist of central management, administration and governance costs and are allocated entirely to expenditure on charitable activities as detailed in Note 5 to the accounts. Governance costs represent direct and indirect costs incurred in relation to strategic management and compliance with constitutional and statutory requirements.

#### f) Tangible fixed assets

Tangible fixed assets are stated at cost (or deemed cost) less accumulated depreciation and accumulated impairment losses. The minimum amount for the capitalisation of assets is £2,000. Assets purchased for projects funded by the local authorities are expensed upon purchase rather than depreciating over the life of the project. Depreciation is provided on all tangible assets, other than freehold land, to write off the cost, less estimated residual value, of each asset over its expected useful life on a straight-line basis. The estimated useful lives are as follows:

- Freehold buildings - 2% per annum on cost
- Fixtures and fittings - 12.5% per annum on cost
- Computer equipment - 33⅓% per annum on cost

#### g) Intangible fixed assets

Intangible assets are held at cost less accumulated amortisation and accumulated impairment losses. Amortisation is calculated on a straight-line basis to write off the cost over their expected useful economic lives being five years.

#### h) Fixed asset investments

Quoted investments are valued at market price at the balance sheet date. Investment properties whose fair value can be measured reliably are measured at fair value. The surplus or deficit on revaluation is recognised in the Statement of Financial Activities.

Pension bonds are amounts required to be set aside under contractual arrangements in respect of local government pension schemes and are measured at cost.

Gains and losses on disposal and revaluation of investments are charged or credited to the Statement of Financial Activities.

#### i) Stocks

Stocks consist of goods held for resale, valued at the lower of cost and net realisable value.

#### j) Financial instruments – assets and liabilities

##### Cash and cash equivalents

- Cash and cash equivalents include cash in hand, deposits held at banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, when applicable, are shown within current liabilities.

##### Debtors and creditors

- Debtors and creditors with no stated interest rates are recorded at transaction price and subsequently measured at amortised cost. Any losses arising from impairment are recognised in the Statement of Financial Activities.

#### k) Employee benefits

The charity provides a range of benefits to employees including paid holiday arrangements and defined benefit and defined contribution pension plans.

##### Short-term benefits

- Short-term benefits, including holidays and other similar non-monetary benefits, are recognised as an expense in the period in which the service is received.

##### Defined contribution pension plans

- The charity contributes to a Group Personal Pension Plan for employees. The employer contributions range between 5% and 7% of gross pay depending upon the level of employee contribution. Contributions are further enhanced by a salary sacrifice arrangement through which the employer pays into the employee's pension fund 10% of the 13.8% employer's NI saving on the salary sacrificed.

- In compliance with the auto enrolment requirements the charity contributes to a separate section of the Group Personal Pension Plan for those employees not wishing to join the enhanced scheme, at an additional rate of 1%. No salary sacrifice option is available.

- The contributions are recognised as an expense when they fall due. The assets of the pension plans are held separately from the charity in independently administered funds. The charity's total Group Personal Pension Plan contribution for the year was £505,586 (£442,577 in 2023).

##### Local Government Pension Schemes (LGPS)

- The charity also has some staff who have been transferred into the organisation via TUPE transfer and are members of local government pension schemes. Under the terms of the associated contract arrangements the charity is responsible for making good any pension deficits that arise during the period of the contracts. As the contributions payable are estimated on a fully funded basis, contributions to the schemes are included within the Statement of Financial Activities on an accruals basis as incurred.

**l) Funds**

Fund balances are split between unrestricted (general and designated), restricted and Endowment funds.

- **Permanent Endowment Funds**, being composed of a fund which is treated as being permanently endowed in accordance with an agreement with the Charity Commission.

- **Restricted Funds** are to be used for specified purposes as laid down by the donor.

- **Unrestricted Designated Funds** are funds which have been set aside for a purpose specified by the trustees as explained in Note 13 to the financial statements.

- **Unrestricted General Funds** are funds which can be used in accordance with the charitable objects of the charity at the discretion of the trustees.

**m) Operating leases**

Rentals incurred under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

**2 Critical accounting estimates and judgements**

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Key areas subject to judgement and estimation are as follows:

- **Donations, grants and legacies**

Donations and grants are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged

but not received, the amount is accrued for where the receipt is considered probable. Where the donation or grant is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Legacies are recognised when the charity is notified of entitlement, providing receipt is probable and the amount receivable can be estimated with sufficient accuracy.

- **Local authority funding**

Local authority funding is recognised in accordance with the invoicing schedule, specified in the contract between Spurgeons and the local authority.

- **Investment property**

The charity measures its investment properties at fair value in accordance with FRS 102. A full professional valuation of the investment property portfolio was commissioned in the year, resulting in an overall increase of the overall property valuations of £365,000 (2022-23: £140,002).

- **Provisions for dilapidation works to leased properties**

Management review and provide for potential dilapidations in respect of properties where the lease includes an obligation to restore the premises to the condition they were in when the lease was entered into. Management reviews such provisions on an annual basis and updates them in accordance with historical experience and events that might materially impact on the potential costs to the charity. At the balance sheet date, the total amount accrued within creditors was £60,029 (2022-23: £95,642).

- **Investment income**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

In accordance with the Charities SORP FRS 102 volunteer time is not recognised.

**3 Analysis of amounts received towards the support of children, young people and families year ended 31 March 2024**

	Unrestricted Funds £000's	Reestricted Funds £000's	2024 Total £000's	2023 Total £000's
Fees and other project income	734	465	1,199	386
Catering	-	-	-	178
<b>Statutory sector:</b>				
Local authorities	-	8,735	8,735	9,568
NOMS *	-	162	162	503
<b>Total</b>	<b>734</b>	<b>9,362</b>	<b>10,096</b>	<b>10,635</b>

**Analysis of amounts received towards the support of children, young people and families year ended 31 march 2023**

	Unrestricted Funds £000's	Reestricted Funds £000's	2023 Total £000's	2022 Total £000's
Fees and other project income	190	196	386	559
Catering	178	-	178	93
<b>Statutory sector:</b>				
Local authorities	721	8,847	9,568	9,459
NOMS *		503	503	862
<b>Total</b>	<b>1,089</b>	<b>9,546</b>	<b>10,635</b>	<b>10,973</b>

\* National Offender Management Service.

**4 Analysis of amounts expended in the support of children, young people and families year ended 31 March 2024**

	Unrestricted Funds £000's	Reestricted Funds £000's	2024 Total £000's	2023 Total £000's
<b>Type of project:</b>				
Children's centres	1,247	10,480	11,727	11,365
Children & young people affected by imprisonment	285	310	595	1,030
Family support	1,120	120	1,240	720
Youth, community & young carers	63	532	595	592
Other	7	53	60	-
<b>Total</b>	<b>2,722</b>	<b>11,495</b>	<b>14,217</b>	<b>13,707</b>



#### 4 Analysis of amounts expended in the support of children, young people and families year ended 31 March 2023

	Unrestricted Funds £000's	Reestricted Funds £000's	2023 Total £000's	2022 Total £000's
<b>Type of project:</b>				
Children's centres	1,710	9,655	11,365	9,423
Children & young people affected by imprisonment	303	727	1,030	2,060
Family support	481	239	720	996
Youth, community & young carers	72	520	592	595
<b>Total</b>	<b>2,566</b>	<b>11,141</b>	<b>13,707</b>	<b>13,074</b>

#### 5 Total expenditure year ended 31 March 2024

	Staff Costs (Note 6) £000's	Depreciation £000's	Other Costs £000's	2024 Total £000's
<b>Expenditure on raising funds:</b>				
Fundraising, marketing & promotion	492	-	256	748
Investment property costs	-	-	249	249
<b>Charitable expenditure:</b>				
Project costs	11,400	38	2,779	14,217
<b>Total</b>	<b>11,892</b>	<b>38</b>	<b>3,284</b>	<b>15,214</b>

#### Total expenditure year ended 31 March 2023

	Staff Costs (Note 6) £000's	Depreciation £000's	Other Costs £000's	2023 Total £000's
<b>Expenditure on raising funds:</b>				
Fundraising, marketing & promotion	262	-	188	450
Investment property costs	-	-	150	150
<b>Charitable expenditure:</b>				
Project costs	10,483	34	3,190	13,707
<b>Total</b>	<b>10,745</b>	<b>34</b>	<b>3,528</b>	<b>14,307</b>

#### Net movement in funds

	2024 £000's	2023 £000's
<b>The net movement in funds is stated after charging:</b>		
Depreciation	38	34
Operating lease rentals - buildings	114	99
Operating lease rentals - other	27	34
Auditor's remuneration (including VAT) *	24	35

\* Prior year auditor's remuneration included non-audit services of £7k.



#### Support costs

	2024 £000's	2023 £000's
Operational management	671	700
Business development	430	63
Finance, IT & corporate services	1,142	785
Human resources & people development	510	572
Governance	60	157
Other central support and administration	498	195
<b>Total</b>	<b>3,311</b>	<b>2,472</b>

Organisational support costs are charged in line with contract agreement and deliverables. Both recovered and unrecovered support costs are included entirely within the analysis of amounts expended in the support of children, young people and families detailed in **Note 4** above.

#### Governance costs

	2024 £000's	2023 £000's
Audit	24	35
Trustees' expenses	-	3
Other costs	13	73
Recruitment	15	38
Professional indemnity insurance	8	8
<b>Total</b>	<b>60</b>	<b>157</b>

#### 6 Staff costs

	2024 £000's	2023 £000's
Wages and salaries	10,242	9,117
Social security costs	802	787
Pension costs	511	559
Other	337	283
<b>Total</b>	<b>11,892</b>	<b>10,746</b>

#### Employee emoluments over £60,000

	2024 Number	2023 Number
<b>EMPLOYEES CONTINUING IN SERVICE:</b>		
£60,001 to £70,000	3	1
£70,001 to £80,000	2	2
£80,001 to £90,000	1	-
£90,001 to £100,000	1	1

All of the above employees belonged to the charity's group personal pension plan throughout the year. Employer contributions in accordance with Note 1. to the accounts for the above employees were £38,086 (2022-23: £41,311).

The key management personnel for the organisation consists of the trustees and the senior leadership team.

In 2022-23 the total employee emoluments over £60,000 amounted to £252,177 and were attributed to senior leadership only. In 2023-24, this figure increased by £265,175 to £517,352 on account of salaries of members of the wider leadership team increasing above £60,000.

The average number of full time equivalent employees (including casual workers) in the year was 300 (2022-23: 290). The charity paid £16,142 in redundancy and termination payments during the year (2022-23: £37,828).

### Analysis of full time equivalent employees

	2024 FTE	2023 FTE
Central departments and regional offices	45	52
Projects and services	255	238
<b>Total</b>	<b>300</b>	<b>290</b>
Average salary cost	£34,931	£31,440

### 7 Tangible fixed assets

	Computer Equipment Fixtures & Fittings £000's	Permanent Endowment Freehold Property £000's	Freehold Property £000's	Total £000's
<b>Cost/valuation:</b>				
At 1 April 2023	168	185	300	653
Additions	3	-	-	3
Disposals	(3)	-	-	(3)
<b>As at 31 March 2024</b>	<b>168</b>	<b>185</b>	<b>300</b>	<b>653</b>
<b>Accumulated depreciation:</b>				
At 1 April 2023	165	101	6	272
Charge for the year	1	4	5	10
Disposals	(3)	-	-	(3)
<b>As at 31 March 2024</b>	<b>163</b>	<b>105</b>	<b>11</b>	<b>279</b>
<b>Net book value:</b>				
<b>As at 31 March 2024</b>	<b>5</b>	<b>80</b>	<b>289</b>	<b>374</b>
As at 1 April 2023	3	84	294	381

The carrying value of freehold property is deemed cost as previously adopted under Charities SORP FRS 102. All tangible fixed assets are used for charitable purposes.



### 8 Intangible fixed assets

	Computer Software £000's
<b>Cost:</b>	
At 1 April 2023	219
Disposals	(9)
<b>As at 31 March 2024</b>	<b>210</b>
<b>Accumulated depreciation:</b>	
At 1 April 2023	118
Charge for the year	28
Disposals	(9)
<b>As at 31 March 2024</b>	<b>137</b>
<b>Net book value:</b>	
<b>As at 31 March 2024</b>	<b>73</b>
As at 1 April 2023	101

### 9 Fixed assets investments

	2024 £000's	2023 £000's
<b>Analysis of investments by class:</b>		
UK Common investment funds	7,846	4,832
Investment properties	6,740	6,370
<b>Total investments</b>	<b>14,586</b>	<b>11,202</b>
<b>Movement in market value of investments:</b>		
Market value as at 1 April	11,202	13,811
Additions at cost: Common investment funds	4,352	333
Disposal proceeds: Common investment funds	(1,552)	(2,167)
Cash used / retained in Common funds	25	67
Reclassification to Current Asset Investments	5	(715)
Revaluations investment property and common investment funds	554	(127)
<b>Market value as at 31 March 2024</b>	<b>14,586</b>	11,202
Historic cost of common investment funds	4,396	3,539
Historic cost of investment properties	106	389

Valuations were carried out by Nicholas & Co as at 31<sup>st</sup> March 2024. Includes revaluation gain of £365,000 in 2023-24.

\* Net gains of £525,000 reflected in the Statement of Financial Activities include £85,000 realised loss on the sale of two properties and £55,903 realised gain on investments, which are not included in the Revaluation of investment property and common investments funds (total £554,000) shown in note 9.

## 10 Debtors: Amounts falling due within one year

	2024 £000's	2023 £000's
Trade debtors	119	132
Prepayments & accrued income	721	631
<b>Total</b>	<b>840</b>	<b>763</b>

## 11 Creditors: Amounts falling due within one year

	2024 £000's	2023 £000's
Trade creditors	407	243
Accruals & deferred income	1,135	679
Taxation & social security	184	171
Pension contributions	76	116
Other creditors	47	24
<b>Total</b>	<b>1,849</b>	<b>1,233</b>

## 12 Investments : Held for sale

	2024 £000's	2023 £000's
Investment property	-	2,550
<b>Total</b>	<b>-</b>	<b>2,550</b>

## 13 Funds

## a) Movement in funds for the year ended 31 March 2024

	Balance at 1 April 2023 £000s	Income £000s	Expenditure £000s	Investment Gains/ (losses) £000s	Transfers £000s	Balance at 31 March 2024 £000s
<b>Restricted funds:</b>						
<b>Foundation trust</b>						
Permanent endowment	511	-	-	-	-	<b>511</b>
UK projects	3,273	9,863	(11,507)	-	218	<b>1,847</b>
D. J. Thomas	4,735	-	-	-	-	<b>4,735</b>
<b>Total restricted</b>	<b>8,519</b>	<b>9,863</b>	<b>(11,507)</b>	<b>-</b>	<b>218</b>	<b>7,093</b>
<b>Unrestricted funds:</b>						
<b>Designated funds</b>						
Strategic Investment Fund	2,614	-	-	-	-	<b>2,614</b>
Property investment fund	2,365	-	-	-	-	<b>2,365</b>
Service development fund	3,450	-	-	-	(25)	<b>3,425</b>
<b>Total</b>	<b>8,429</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(25)</b>	<b>8,404</b>
<b>General funds:</b>						
General funds	3,985	2,231	(3,707)	525	(193)	<b>2,841</b>
<b>Total unrestricted</b>	<b>12,414</b>	<b>2,231</b>	<b>(3,707)</b>	<b>525</b>	<b>(218)</b>	<b>11,245</b>
<b>Total funds</b>	<b>20,933</b>	<b>12,094</b>	<b>(15,214)</b>	<b>525</b>	<b>-</b>	<b>18,338</b>

## b) Movement in funds for the year ended 31 March 2023

	Balance at 1 April 2022 £000s	Income £000s	Expenditure £000s	Investment Gains/ (losses) £000s	Transfers £000s	Balance at 31 March 2023 £000s
<b>Restricted funds:</b>						
<b>Foundation trust</b>						
Permanent endowment	88	-	-	-	423	<b>511</b>
Acquisition of DL Moody permanent endowment	423	-	-	-	(423)	<b>-</b>
UK projects	3,969	10,414	(11,141)	-	31	<b>3,273</b>
D. J. Thomas	4,735	-	-	-	-	<b>4,735</b>
Acquisition of Fegans	31	-	-	-	(31)	<b>-</b>
<b>Total Restricted</b>	<b>9,246</b>	<b>10,414</b>	<b>(11,141)</b>	<b>-</b>	<b>-</b>	<b>8,519</b>
<b>Unrestricted funds:</b>						
<b>Designated funds</b>						
Central office development fund	2,614	-	-	-	-	<b>2,614</b>
Property investment fund	2,180	-	-	185	-	<b>2,365</b>
Service development fund	3,700	-	-	-	(250)	<b>3,450</b>
<b>Total</b>	<b>8,494</b>	<b>-</b>	<b>-</b>	<b>185</b>	<b>(250)</b>	<b>8,429</b>
<b>General funds:</b>						
General funds	5,119	2,049	(3,166)	(267)	250	<b>3,985</b>
<b>Total unrestricted</b>	<b>13,613</b>	<b>2,049</b>	<b>(3,166)</b>	<b>(82)</b>	<b>-</b>	<b>12,414</b>
<b>Total funds</b>	<b>22,859</b>	<b>12,463</b>	<b>(14,307)</b>	<b>(82)</b>	<b>-</b>	<b>20,933</b>

The foundation trust is a permanent endowment vested in the charity's registered office freehold property in Rushden, which is held in the unincorporated charity, Spurgeons Child Care. A uniting direction approved by the Charity Commission in 2005 led to Spurgeons Child Care being incorporated into Spurgeons.

The charity, known as the D L Moody Trust, was administered by the trustee, Fegans, in accordance with the Scheme of the Charity Commissioners dated 27 August 1980. The trustee, Fegans, was acquired by Spurgeons Children's Charity on the 30 June 2021. As part of the acquisition, and under guidance set out by the Charity Commission, Spurgeons has now become the trustee of the charity known as the DL Moody Trust. The capital of the trust is held in a permanent endowment fund. The trustee can apply the clear income of the Trust for either or both of the following purposes amongst the inhabitants of the London Boroughs of Croydon, Lambeth, Merton, Sutton and Wandsworth:

- For the advancement of the Christian faith.
- For the advancement of education

UK Projects Funding has been given for a particular project, and any related expenditure, has been recorded in restricted funds in the year. Transfers in the year represent the following:

- The meeting of net deficits from general funds on restricted funded projects which are not recoverable from future funding
- The movement of restricted funded project surpluses to general funds where either the projects have ended or no further contractual liabilities exist.

The assets of the D.J. Thomas Fund can be used in accordance with the objects of the charity, to provide and facilitate the provision of the education, maintenance and support of children and young adults, who have not attained the age of 25 years and who, in the opinion of the trustees, are in need of financial assistance.

The Strategic Investment Fund replaced the previously positioned Central Office Fund, originally designated by the trustees in 2014-15 for the development of a larger head office space. Following the implementation of remote working, the fund is no longer necessary. The Strategic Investment Fund is positioned to meet the needs of strategic growth in terms of voluntary income diversification and augmented infrastructure. The current fund value is £2,614,000.

The property investment fund was designated for the provision of income for the long-term benefit of children and young people from sums invested in property.

The service development fund is designated for the provision of work that is new to Spurgeons that compliments existing projects or develops partnerships in new areas of work.

General funds represent the free funds of the Charity which are not designated for particular purposes.



c) Analysis of assets between funds as 31 March 2024

	Tangible Fixed Assets £000s	Intangible Fixed Assets £000s	Investments £000s	Net current Assets £000s	Total £000s
Unrestricted funds	286	73	8,825	2,061	11,245
Restricted funds - UK projects	-	-	1,013	834	1,847
Restricted funds - D. J. Thomas	-	-	4,350	385	4,735
<b>Total</b>	<b>286</b>	<b>73</b>	<b>14,188</b>	<b>3,280</b>	<b>17,827</b>
<b>Foundation trust</b>					
Permanent endowment	88	-	398	25	511
<b>Total</b>	<b>374</b>	<b>73</b>	<b>14,586</b>	<b>3,305</b>	<b>18,338</b>

d) Analysis of assets between funds as 31 March 2023

	Tangible Fixed Assets £000s	Intangible Fixed Assets £000s	Investments £000s	Net current Assets £000s	Total £000s
Unrestricted funds	293	101	6,309	5,711	12,414
Restricted funds - UK projects	-	-	-	3,273	3,273
Restricted funds - D. J. Thomas	-	-	4,470	265	4,735
<b>Total</b>	<b>293</b>	<b>101</b>	<b>10,779</b>	<b>9,249</b>	<b>20,422</b>
<b>Foundation trust - Permanent endowment</b>					
	88		423		511
<b>Total</b>	<b>381</b>	<b>101</b>	<b>11,202</b>	<b>9,249</b>	<b>20,933</b>

14 Transactions with trustees

During the year the Charity reimbursed expenses of £40 (2022-23: £2,836) incurred by one Trustee in travelling to meetings and visiting projects.

None of the trustees have been paid any remuneration or received any other benefits from employment with the charity or a related entity.

15 Related party transactions

There were no related party transactions in the current or previous year.

16 Taxation

Spurgeons is exempt from income tax and corporation tax on income and gains derived from its charitable activities as these activities fall within various exemptions available to registered charities.

## 17 Operating lease commitments

At the balance sheet date the charity had the following future minimum rentals payable in respect of non-cancellable operating leases:

	2024 Property £000's	2024 Equipment £000's	2023 Property £000's	2023 Equipment £000's
<b>Minimum rentals falling due:</b>				
Not later than one year	27	-	60	5
Later than one year, not later than 5 years	83	70	96	26
Later than 5 years	-	-	16	-
<b>Total</b>	<b>110</b>	<b>70</b>	<b>172</b>	<b>31</b>

At the balance sheet date the charity had the following lease rentals receivable:

	2024 Commercial (Lease) £000's	2024 Residential (Tenancy) £000's	2023 Commercial (Lease) £000's	2023 Residential (Tenancy) £000's
<b>Minimum rentals receivable within:</b>				
Not later than one year	1	13	26	33
Later than one year, not later than 5 years	150	-	100	48
<b>Total</b>	<b>151</b>	<b>13</b>	<b>126</b>	<b>81</b>

# Special acknowledgements

We would like to acknowledge the charitable trusts, foundations and funders who have supported our work over this year, and of course those who wish to remain anonymous. Their contribution to our work is valued enormously and we couldn't do what we do without it:

### The National Lottery Community Fund: Reaching Communities

Grant received for our Invisible Walls Project £107,680 (2022-23: £99,510)

### BBC Children in Need

Grant received for Birmingham Young Carers £10,000 (2022-23: £10,000)

### OPCC for Hampshire

Funding towards Invisible Walls: £20,000 (2022-23: £15,000)

### Surrey Active Communities

Funding for Elmbridge Playschemes: £16,882 (2022-23: £12,150)

### Forward Carers

Funding for Birmingham Young Carers Counselling: £11,196

### Blueberry Wellbeing

Funding for parenting & training Kent/Sussex: £5,000 (2022-23: £15,000)

### National Lottery Awards for All

Funding for Early Bird parenting: £19,760

### Benefact Trust

Funding for Digital support and resources for Family Hubs: £60,000 (2022-23: £120,000)

### Colyer Fergusson Charitable Trust

Funding for (Whitstable Coastal) Family Hub £15,000 (2022-23: £15,000)

### Jerusalem Trust

Funding for church family hub & resources: £25,000 (2022-23: £25,000)

### Trusthouse Charitable Foundation

Funding for Coastal Family Hub: £33,322 (2022-23: £33,322)

# Reference and administrative details

## Trustees and directors

**Alicia Fowler**

(Appointed 11 July 2024)

**Alison Collins**

(Resigned effective 11 July 2024)

**Berry Leeder**

Special Advisor (Appointed 11 July 2024)

**Christopher James**Standards & Outcomes Committee/  
People & Culture Committee (Appointed  
vice chair on 7 December 2023)**Colin Jones**Finance & Risk Committee  
(Appointed 13 July 2023)**David Buchan**

Finance &amp; Risk Committee

**Debbie Clinton**

(Appointed 11 July 2024)

**Elijah Kirby**

(Resigned effective 28 November 2023)

**Jennifer Emery**People & Culture Committee  
(Resigned effective 23 October 2023)**Linda Emery**People & Culture Committee  
(Appointed vice chair on 7 December 2023)**Louise Whitehead**

(Appointed 11 July 2024)

**Michael Rebeiro**Finance & Risk Committee  
Chair of Trustees**Michelle Brissett**

Finance &amp; Risk Committee

**Nicola Rayner**

Standards &amp; Outcomes Committee

**Philip Green**

Standards &amp; Outcomes Committee

**Rachel Warwick**

(Appointed 11 July 2024)

**Sarah Powley**Special Advisor  
Finance & Risk Committee  
(Trustee tenure ended 5 October 2023)**Sian Wrangles**

(Resigned effective 13 July 2023)

**Timothy Elwell-Sutton**

Standards &amp; Outcomes Committee

## Senior officers

**Ian Soars**

Chief Executive Officer

**Lorraine White**Director of Services  
and Practice**Annelize Mynhardt**Chief Finance and Operating Officer  
(from 1 April 2023)**Don Esson**

Director of Partnerships and Development

**Kate Roberts**Director of People and Culture  
(from 1 April 2023)**Ann-Marie Fisher**Director of Communications and  
Digital Services (from 1 March 2024)

## Professional advisors for the year ended 31<sup>st</sup> March 2024

**Investment managers**Rathbone Greenbank  
Investment Management  
8 Finsbury Circus  
London EC2M 7AZ**Bankers**Barclays Bank PLC  
4 Waterside Way, Bedford Road,  
Northamptonshire, NN4 7XDLloyds Bank PLC  
82 Mount Pleasant Road,  
Tunbridge Wells TN11 1RP**Financial advisers**Crowe Financial  
Planning UK Limited  
55 Ludgate Hill,  
London. EC4M 7JW**Property managers**Goodsir Commercial  
9-10 Domingo Street,  
London, EC1Y 0TA**Solicitors**Anthony Collins Solicitors LLP  
134 Edmund Street,  
Birmingham, B3 2ESWilson Browne  
Kettering Parkway South,  
Kettering, NN15 6WN**Independent auditor**HaysMac LLP  
10 Queen Street Place,  
London, EC4R 1AG**Registered Office**Spurgeons  
74 Wellingborough Road  
Rushden  
Northamptonshire, NN10 9TYRegistered Charity Number: 1081182  
Company Number: 3990460