SPURGEONS

England & Wales · Charity number 1081182

Details

Other names	SPURGEON'S CHILD CARE
Status	Registered
Legal form	Charitable company
Company number	03990460
Registered	2000-06-19
Register	View on the Charity Commission register

Contact

Address	Spurgeons 74 Wellingborough Road Rushden NN10 9TY
Phone	01933 412412
Email	info@spurgeons.org
Website	www.spurgeons.org

Activities

Objects: THE CHARITY'S OBJECT, WHICH IS CARRIED OUT IN THE CONTEXT OF THE CHARITY'S CHRISTIAN FOUNDATION AND HISTORY AND IS FOR THE PUBLIC BENEFIT, IS TO ADVANCE IN LIFE AND HELP CHILDREN AND YOUNG PEOPLE, THEIR FAMILIES AND CARERS WHO ARE IN NEED OF CARE AND PROTECTION, IN PARTICULAR BUT NOT EXCLUSIVELY, BY THE PROVISION OF EDUCATION, SUPPORT SERVICES, SOCIAL CARE, MAINTENANCE, VOCATIONAL TRAINING AND FINANCIAL ASSISTANCE.

Activities: We currently deliver more than 50 high-quality services to find long-lasting solutions to the challenges faced by many across the UK - including poverty, abuse problems, offending and other social issues. By partnering with local authorities, supporters and other funding bodies, we come alongside children and their families to help them to work together to find long-lasting solutions.

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Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** General Charitable Purposes, Education/training, Overseas Aid/famine Relief
- **Who:** Children/young People, Other Charities Or Voluntary Bodies, Other Defined Groups

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£12,579,000	£13,543,000	£17,015,000	289
2024-03-31	£12,094,000	£15,214,000	£18,338,000	300
2023-03-31	£12,463,000	£14,307,000	£20,933,000	418
2022-03-31	£14,159,000	£12,795,000	£22,859,000	337
2021-03-31	£13,128,000	£12,505,000	£20,316,000	357

Trustees

Name	Role	Appointed
Michael Victor Rebeiro	Chair	2022-10-06
Berry Leeder		2025-11-04
Carol Payne		2026-04-30
David Buchan		2021-07-14
Deborah Anne Clinton		2024-07-11
Dr Timothy Mark Elwell-Sutton		2022-10-06
Julius Kirumira		2026-04-30
Robert Clarke		2026-04-30

Linked charities

- SPURGEON'S CHILD CARE (1081182-1)

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SPURGEONS

England & Wales - Charity number 1081182

Accounts

Spurgeons



Annual Report 2024-25

Company Registration Number: 03990460
Charity Registration Number: 1081182

Over 27,500 children and families supported by Spurgeons in 2024-25.

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Welcome



I'm honoured to serve as Chair of the Board of Trustees for an organisation dedicated to transforming the lives of children across the nation. Together with the Board, and alongside Spurgeons' dedicated staff and volunteers, I am deeply committed to putting children and young people at the heart of everything we do.

In these challenging times our work is more important than ever. Children and family services are under extreme pressure and, as an organisation, we are not immune to budget constraints. Over the last year we have completed a successful change management programme which has enabled us to mobilise our newly rewon commissioned services contracts efficiently and stabilise delivery teams effectively. I would like to thank our determined, loyal and dedicated colleagues and volunteers for their resilience during this process.

Our 2025-30 five-year strategy has been approved and adopted by the Board and communicated to Spurgeons delivery teams all over the country. The strategic focus is on growth in our services to children and families. In addition a key part of this strategy is to equip faith-based groups with the knowledge and expertise they need to engage with their communities in areas such as Family Support, Special Educational Needs and Disabilities (SEND), Mental Health and where appropriate, domestic abuse.

I am pleased to report that we are now piloting these services with a view to implementing at scale over the coming years. We believe this model offers central and local government a low cost, high impact solution to the challenges facing many families today.

We also remain committed to investing in supporting individuals who are imprisoned as well as the children and family members who are impacted by this imprisonment. The Board has been impressed with the outcomes achieved through this work and encouraged that we might be able to apply our learning to develop cost-efficient programmes which could be rolled out to enable more families to benefit from Spurgeons' expertise.

Like many others in our sector, income has been a challenge for Spurgeons so diversifying our income and establishing robust revenue streams through fundraising is now a Board priority. We are delighted to welcome Sarah James as our new Director of Fundraising. Formerly of London City Mission, Sarah has made a rapid start by rebuilding the team to ensure Spurgeons is able to articulate the impact we are making to our precious financial partners.

We also welcomed four new Trustees on to the Board this year. Debbie Clinton, Louise Whitehead, Alicia Fowler, and Rachel Warwick bring a wealth of experience and expertise which will be beneficial to the Board as we roll out our innovative five year strategy. We are also delighted that Berry Leeder, a volunteer frontline practitioner in our Winchester prison family hub and a qualified forensic psychologist, has agreed to join us as a Special Advisor to the Board of Trustees.

Looking ahead we must continue to develop and learn from our services to create robust and scalable delivery solutions. This will put us in a strong position to offer cost-effective alternatives for local and central government as they try to cope with the ongoing crisis facing our children and young people.

Finally, I would like to express my heartfelt thanks to the entire team of colleagues and volunteers at Spurgeons. Their dedication and determination is enabling us to continue the vital mission begun by Charles Spurgeon over 150 years ago.

God bless

Mike Rebeiro
Chair of Spurgeons Board of Trustees

I am deeply committed to putting children and young people at the heart of everything we do.

Our mission

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. More than 150 years later we continue his legacy, partnering with Church and State to ensure that vulnerable children, young people and families have a safe environment and the support they need to flourish.

Our charitable objects

To advance in life and help children and young people, their families and carers, who need care and protection, in particular but not exclusively, by the provision of education, support services, social care, maintenance, vocational training and financial assistance.

The trustees confirm that they have referred to the Charity Commission public benefit guidance in compiling this report, and that what Spurgeons does contributes to its charitable objects in this regard.

Our work

We work with local authorities through commissioned service contracts, as well as churches and communities to offer sustainable, expert and locally integrated family hubs where they are needed most. By partnering with State and Church we can leverage existing networks to deliver counselling , early years and family support including family wellbeing, domestic violence and parenting.

We support young people (up to 18 years, or 25 for those in Care or SEND) and families to become self-sustaining through this provision.





Our values: Fairness, compassion and commitment

In all our work we:

- Listen without judgment.
- Place children and young people first.
- Respect and value every individual.
- Act with kindness.
- Do our absolute best and ensure we do what we say.
- Bring out the best in each other as we work together for the right result.

To act justly and to love mercy and to walk humbly with your God.

– Micah 6:8



Overview from our CEO



Recent research by University College London* estimates that a quarter of children will be referred to children's services at a time when national and local government is less able to respond. Our ambitious five-year strategy is designed to address this need.

The last two years have been a time of change and transformation at Spurgeons, but I am pleased to say that we have achieved our short-term goals including mobilising our new services, crystalising our model to support Church family hubs, establishing our advocacy service to influence policy, streamlining our delivery teams and investing in our online services. These firm foundations are enabling us to provide the same high-quality service, but with greater efficacy, and I would like to applaud our teams for achieving this objective under challenging circumstances, and for the professionalism displayed by our colleagues.

As a result of this focused change management process, our Commissioned Services in Winchester, Birmingham, Wiltshire and Elmbridge, remain lean but with increased capabilities to reach the many children and families in their surrounding environments. Technological transformation is ongoing across Spurgeons and we are continuing to develop digital family hub aims to enable more people to access our parenting and family wellbeing resources online.

Family hubs – both online and in person – provide a central focus for community support services and are key to our commissioned and non-commissioned work, so we were therefore delighted to co-sponsor the National Centre for Family Hubs Conference in October 2024. This event brought together four central government departments, 50 local authorities and more than 50 charities to explore the impact of Family Hubs around the country and share thinking and innovations.

Our prison work remains a strategic focus and we are putting significant investment into establishing a prisons-based family hub model that works both for the prisons and the families of prisoners impacted by imprisonment. Funding this work is challenging, but we remain steadfast in our commitment to this kind of intervention. We are actively seeking funders who wish to partner in this journey with us.

In the longer term, we are piloting scalable models of training and support which will leverage our connections with the Church. This game-changing approach, which we are calling Spurgeons Connect, is designed to equip local churches to deliver their volunteer family services more effectively. It is a ground-breaking and innovative programme born out of our existing projects, expertise and the creative thinking of our frontline workers and volunteers.

As part of our plan to raise awareness of Spurgeons and increase our influence for the benefit of children and families, we launched a political advocacy strategy which has been successful in its first year, securing Spurgeons profile and thought leadership at events in Parliament, the Family Hub Network's national Family Hubs conference, Round Tables and regional opportunities in the West Midlands. Colleagues at HMP Winchester and Spurgeons Birmingham Family Hubs have worked hard to arrange visits from politicians and government representatives. The year culminated in the launch of the All Party Parliamentary Group on Family Hubs, chaired by Tom Collins MP and with Spurgeons serving as secretariat. This will enable us to convene and collaborate with a range of stakeholders, across public, voluntary and private sectors, further raising our profile and associating Spurgeons with the ambition to achieve better outcomes for children and families, facing disadvantage, through innovation in policy and practice.

While we are excited about our future, we remain mindful of the pressures of the wider economic landscape and the importance of long-term financial sustainability. As we seek to innovate our services and diversify our income streams, fundraising will play an important part in our growth strategy.

We remain committed to helping the most vulnerable young people in society and believe in our innovative vision to drive income growth by working as effectively as possible with both the Church and State. Our financial stability remains paramount so that no child's cry goes unanswered.

Ian Soars
CEO

* Jay, M. A., Troncoso, P., Bilson, A., Thomson, D., Dorsett, R., Pearson, R., De Stavola, B. and Gilbert, R. (2025) "Estimated cumulative incidence of intervention by children's social care services to age 18: a whole-of-England administrative data cohort study using the child in need census", *International Journal of Population Data Science*, 10(1). doi: 10.23889/ijpds.v10i1.2454.

Our senior leadership team



Annelize Mynhardt

Deputy Chief Executive, Oversight for Central Services, including People and Culture and organisational business plan steer to achieve the strategy.



Ann-Marie Fisher

Director of Communications and Digital Delivery responsible for developing our Digital Family Hubs.



Lorraine White

Director of Services & Practice accountable for all children and family services, including quality, safety and safeguarding leading to effective outcomes for children and families.



Sarah James

Sarah James, as Director of Fundraising is instrumental in developing our engagement with supporters to empower our mission to support children and families.

Our services

Here to serve

Our ethos, heritage and values drive our whole team to provide the very best services and support we can. We are delighted that 87% of people who have received support from Spurgeons say they would recommend us to their friends and family.

In the last twelve months we have had the privilege of serving 27,500 people. Through many different services we have worked with thousands of families, counselled 680 new children and 21,500 people accessed our online material.

Our advocacy programme is gathering pace and we met with 20 parliamentarians at the House of Commons as well as hosting five local MPs at three of our Family Hubs. We have communicated our message to 3,200 of people through media engagement, reached out to our fellow professionals by attending and speaking at over five conferences and, significantly, witnessed a 87% improvement in wellbeing from those we support.

Impact

87%

of people who have received support from Spurgeons say they would recommend us to their friends and family.

27,500

people received our support in the last twelve months, including 680 new children.

21,500

people accessed our online material.





What we do

We deliver family help services across the country. This includes working in Family Hubs, Family Centres, schools and other education settings, prisons, community locations and faith settings. We partner with local authorities, the NHS and other health providers, social care, education providers, faith communities, HMPPS and the Ministry of Justice as well as the third sector.

Having successfully renewed and extended our public sector contracts in 2023-24, we spent the last year ensuring these contracts have been mobilised effectively. Despite budget constraints, we are proud to say that we have delivered more for less, while maintaining high standards of quality, safety and compliance.

We have invested our own funds in the further development of our work for children affected by imprisonment (often a hidden group of children), through our Behind the Wall Beyond the Gate and Boys2Men programmes. These have successfully supported affected families and been delivered as planned.

As life becomes increasingly challenging for children and young people – one in four are being diagnosed with a mental health need* – our counselling services have grown and developed to meet this increase in demand and complexity.

Our pre-schools continue to flourish, working to ensure that our smallest children get the best start in life through child-centred early years provision and are prepared to successfully transition into school.

Our parenting work continues in person and online, with a strong focus on special educational needs, to ensure that we are supporting our parents and carers to support their children well.

We continue to create accessible and engaging resources and courses in our digital family hub, equipping our practitioners and community partners to support children and families where they are and at a time that suits them. In times where funding is a challenge, we are finding ways to reach more people by working with partners to bring together our specialisms. These partners include charities and organisations such as food banks, youth workers, debt advisors and SEND groups. This has ensured joined-up whole-family care and support.

* NHS England. (2023, November 21). *One in five children and young people had a probable mental disorder in 2023.* www.england.nhs.uk/2023/11/one-in-five-children-and-young-people-had-a-probable-mental-disorder-in-2023/

Our approach and practice

Each day is a day we aim to give of our best, in what we do and how we do it. We continue to develop our focus on listening well, and working together, so that the needs of those we work with drive all that we do.

Our culture prioritises ownership, personal and collective responsibility and innovation. We combine this with the ability to respond to local need and work within a framework of organisational safety and quality.

Quality of our practice underpins all our actions, programmes and support and our new Practice Handbook sets a high bar for how we quality-assure and deliver our services.

The stories in this report provide a deeper understanding of what we do, how we do it, why we do it, and the impact our work is having on the children, young people and families who rely on us. We hope they will afford an insight into the collective difference Spurgeons is making.

Through embarking on political advocacy, we ensure that our frontline experience and insight is effectively shared with those in power to bring about positive change and improve the life chances of children, across the nation.



Our future plans

Having completed our 2023-25 change and transformation strategy, for the next five years we are concentrating on growth. We are focussing on the key areas of our services, including Commissioned Services, Counselling, online Family Hubs and our Spurgeons Connect initiative, which align with our aims to meet the increasing demand for children and family support.

Marked as a year of piloting and evaluation, 2025-26 will focus on trialling new initiatives, growing existing services and evaluating the efficacy of our operating models. In the challenging external financial environment, we will take on the complex balance of reducing operational deficits while focusing on growth to achieve long-term financial sustainability. This approach will enable Spurgeons to continue to support children and families across the nation.

Over the next year our priorities will be:

Growth

Growing existing services and piloting new ones. We will engage with local authorities and explore new ways to increase the reach of our social care and counselling services.

Sustainable support

We will continue to implement and evaluate our Spurgeons Connect pilot programmes, focused on establishing sustainable support models to equip faith-based organisations with the skills and resources they need to support local vulnerable families.

Digital Family Hubs

We will continue to actively focus on developing our online resources into a digital family hub model, enabling agile online support and a wider reach to support many children and families in need.

Fundraising

We will make fundraising a strategic priority to ensure the ongoing delivery of all of our programmes.

Values-driven

We will ensure everything we do is driven by our connections with the Church and State and underpinned by our values of fairness, compassion and commitment.





Our local government partnerships

Birmingham Forward Steps

A successful partnership since 2018

We have been providing support for children, young people and their families in Birmingham as part of Birmingham Forward Steps (BFS) since 2018. BFS is a partnership between Birmingham City Council and Birmingham Community Health Care Trust as well as three other charities – Barnardos, St. Pauls, Springfield – and Spurgeons.

For BFS, we operate across ten buildings, including four Family Hubs, three satellite sites, and three Children's Centres. Our services include Family Support, Play and Learn, SEND and working with community and faith groups for specialised advice on debt, housing, and immigration. We collaborate with a growing network of local partners who help us extend our support to older age groups. For example, Aquarius provides substance misuse support, while Pause offers mental health services.

A key measurement of our impact is two-year development checks for young children, carried out by our trained Early Years Practitioners. In these we consistently exceed the benchmark target of 67% by 10-15%.



Client story

Early intervention improves communication

Mum Annie's* journey with her son Zac highlights the transformative impact of early intervention. At nearly three years old, Zac was struggling with communication and social interactions. Mum sought support through Stepping Stones at Rookery Children's Centre in Birmingham. Over time, Zac grew more comfortable in group settings, discovering a love for musical instruments. Mum reflects, "If it wasn't for Stepping Stones, I don't think I'd take him to any stay and play." Thanks to support from Spurgeons, Annie also navigated the Disability Living Allowance application process, marking progress in Zac's development and a hopeful future.

* names changed to protect identity.

Impact

90%
of families who access Spurgeons BFS would recommend us to those they care about.

9.4/10
rating our service received from families across BFS.

11,552
people access BFS services.

Service offering contacts

9,291 Targeted play group

1,498 Baby group

2,558 Food, nutrition & health

1,239 Speech & language

2,167 Education for parents

1,406 SEND

530 Education for children

804 Family support drop-in

272 Breast-feeding support

127 Emotional wellbeing

158 Parenting skills

115 Domestic violence



Elmbridge

A year of positive change

In 2024-25, we worked with 386 families and 749 children in three Family Centre sites in Elmbridge. This programme is delivered alongside the local authority family support team and targeted youth provision.

The last twelve months have been a period of significant transition as we adapted to a new contract and restructured our services. Throughout this process our dedicated team maintained high-quality support ensuring children, young people, and families remained our focus.



Client story

Building a mother's confidence

After Leo's* father left, his mother felt overwhelmed, but with home visits and a safety plan, she gained confidence in reintroducing contact. TAF (Team around the family) meetings, joint therapy, and financial support, including a £300 voucher from Spurgeons helped stabilise the family. Leo's father resumed child maintenance, and his mother accessed therapy. In school, the Family Support Worker helped Leo process his feelings, and he now uses boxing to manage emotions. Leo thrived in one-to-one sessions, engaging confidently. His mother expressed deep gratitude, highlighting the impact of emotional and financial support in easing their challenges and strengthening their future.

Impact

90%
of families would recommend Spurgeons Elmbridge to friends and family.

80%
of families showed improvements across multiple aspects of their lives after working with us.

77%
children made measurable progress in multiple areas of their lives with our support.

* names changed to protect identity.

Wiltshire

A county-wide network of family support

We deliver parental and family support services for children and young people through a Family Hub in partnership with Wiltshire Council. Over 29,000 adults and children are connected to our services, forming a thriving, county-wide network of family support. In 2024–25, 3,157 adults and 3,803 children were newly registered, reflecting a growing trust and demand for our support in the area.

Our goal is to establish strong foundations for children who need support in Wiltshire so that they can look to the future with confidence. We do this by offering a range of parenting support groups and classes across the county, alongside broader family support services covering all aspects of parenting. Young people can also access support and advice both in person and online.

Families we worked with gained tools to manage behaviour, build routines, and strengthen relationships – transforming their daily lives at home. One-to-one support helped parents navigate crisis, develop coping strategies, and improve home environments, offering real, lasting change in times of uncertainty.

We applied practical tools from programmes such as Care for the Family, Time Out for Parents and KCA, Five to Thrive, to help achieve calmer households, improved emotional connections within the family, and better understanding of the need behind behaviours.

We are finding a demand for our walk-in support with with over 320 people accessing our services this way, and a strong uptake in our digital hub with 1,800 people in Wiltshire accessing Spurgeons via our website.



Client story

The impact of structured guidance

When Millie* first met a Family Navigator, she was overwhelmed and unsupported. Through structured, in-person guidance, Millie achieved significant milestones, including securing childcare and addressing health concerns. Persistent support helped Millie stay on track, transforming her confidence and capability. Millie reflects, "When I first started with you guys, I was in a really bad situation... but when I came here and I got the support, it was good to have someone to guide me." Now, Millie feels prepared to tackle bigger challenges, like housing, demonstrating the profound impact of Spurgeons' support.



* names changed to protect identity.

Impact

90%
of families made meaningful progress in their wellbeing, relationships or stability

70%
of parents reported increased confidence and improved child outcomes

91%
of outreach families saw measurable improvement

2,098
adults were supported by our services in Wiltshire in 2024-25

1,802
children were supported by our services in Wiltshire in 2024-25

Together with families

A total of 182 families have accessed our New Parent New Baby service in faith and community settings across Wiltshire.

We have provided over 1,000 Baby Bundles of clothes, essentials and toys to families in Wiltshire facing a range of challenges including low income, homelessness or displacement, domestic abuse and poor health.

Client story

Family feedback

We have received some excellent feedback for this group and the Baby Bundles with one family telling us:

"Thank you soooooo much! My husband sent me photos of the bundle you dropped off and I can't stop saying thank you sooooo much."



Our programmes to support young men and women

Boys2Men

Supporting young boys and young men to reflect on their past, current mindset, and future aspirations

This innovative programme is designed to help boys and young men (10-21) to become reflective thinkers, exploring the idea of masculinity and male development. All the content and activities encourage the participants to develop an understanding of the role they play in their families, in society and for themselves. Our aim is to empower young men in challenging situations to see past their previous decisions and beyond their current circumstance to take active steps to achieve a better tomorrow.

Impact

70

boys supported in 2024-25



Client story

Helping with happiness

Amel was referred to our service following persistent anti-social behaviour and permanent exclusion from mainstream education. Having fled a war-torn country, Amel and his family had experienced significant trauma, with both parents living with symptoms of PTSD. At referral, Amel* was withdrawn, distrustful of adults, and often expressed anger through violence, saying, "I hate this country and everything you all do. No one can help me."

Over the course of a year, he engaged consistently with Spurgeons' Boys2Men programme, where trauma-informed, relational support helped him build trust, develop emotional regulation, and form healthier relationships. As his confidence grew, Amel began using coping strategies and successfully reintegrated into mainstream school. He now engages well with staff, plays for the school football team, and has chosen his GCSEs. Reflecting on his progress, Amel told his practitioner, "You help me with my happiness."

* names changed to protect identity.

SPROUT

Empowering girls and young women

SPROUT is a targeted child and youth intervention programme run over eight sessions. It is designed to help young women find increased confidence and resilience, a clearer sense of identity, and to develop essential strategies to navigate the challenges of growing up in today's world.

We encourage participants to explore what makes them unique, reflect on their values, build self-awareness, and develop a stronger sense of self. The interactive sessions are delivered in a safe and nurturing environment covering topics including wellbeing, relationships, safety, and future aspirations. The programme equips young women with the practical tools they need to manage their mental health, identify safe support networks, and understanding both digital and real-world risks.

Impact

55%

improvement in self-esteem for participants in the SPROUT programme

More than 2/3

of young women showed growth and improvement in multiple aspects of their lives following our support

Client story

An ambassador for change

Joy*, a 14-year-old from Hounslow, had been in care for eight years and faced multiple placement changes. Referred to Spurgeons by her school's designated safeguarding lead, Joy was struggling with school attendance and maintaining healthy relationships. She often distanced herself from others due to difficulties in accepting authority.

Over three months, Joy engaged positively with Spurgeons, attending SPROUT 1-2-1 sessions and receiving additional support from school counsellors and the pastoral team. Initially, Joy expressed that she had "no faith in the system." However, through consistent support and creating a safe space, Joy began to trust and express her feelings. This allowed us to help her reflect on her behaviors and make informed, positive choices.

By the end of the intervention, Joy was able to maintain healthy relationships with peers, professionals, friends, and family. Her school engagement improved significantly, and she now aims to achieve better grades in her GCSEs and attend college. Joy feels she has "finally gained her independence" and aspires to be an ambassador for change.

* names changed to protect identity.

Our prison interventions

Invisible Walls

Our Prison Family Hub at HMP Winchester, known as Invisible Walls, is an award-winning family support service designed to help fathers in custody reconnect with their families, reduce reoffending, and improve outcomes for the whole family.

We have developed a holistic model that provides comprehensive support both inside and outside the prison. Whether through direct interventions or signposting to essential resources, we ensure families receive the help they need.

Client story

"I was already a full-time dad before coming into prison but having someone from Spurgeons to talk to at such a difficult time, who understands the situation, is a massive help. Spurgeons helped me grow my confidence in myself and as a Dad. Giving me confidence to make the best decisions."

Impact

9,328

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

308

dads have been supported through Invisible Walls.

Behind the Walls, Beyond the Gates

Intensive support before and after release

Behind the Walls, Beyond the Gates (BTWBTG) is based on a Prison Family Hub model providing intensive support for fathers and their families before and after release. It is a focused, hands-on approach, offering tailored support up to six months before release and continuing for up to 12 months after with the aim of reducing offending and intergenerational reoffending as well as strong family relationships.



Support is tailored to the needs of individual fathers and their families through multi-agency family resettlement meetings, self-study, and workshops. Intensive support for fathers and families offers the guidance needed to rebuild relationships and ensure successful reintegration into the community.

Client story

When Dave* returned home he was delighted to be reunited with his family but also has to tackle the stresses of paying bills and work. Adjusting to routine life again was taxing but ultimately rewarding as his life is beginning to get back on track. The biggest challenge is managing his daughter's schooling, which complicated by her resentment towards his incarceration.

Despite these challenges, everything is beginning to come together nicely. Spurgeons has provided invaluable support, especially with communication and educational matters. The family days offered a significant improvement over normal visits, making the reintegration process smoother. Dave found prison life extremely difficult, feeling helpless and cut off from his loved ones. He advises learning from mistakes and cherishing the time with family, appreciating the little things in life. He emphasises not over-prioritising money but aiming for a happy and stable life. Setting up plans before his release made a significant difference, easing the financial burden and allowing him to start work immediately. Though it will take time to fully stabilise, Dave feels grateful and optimistic about the future, appreciating the small things that make life meaningful.

"I would say, learn from your mistakes. Don't make the same mistake again. Cherish what you've got. The valuable time you have, because you really do appreciate the little things when you're locked up."

Impact

56

children supported by BTWBTG in 2024-25

29

dads supported by BTWBTG in 2024-25

* names changed to protect identity.

Counselling and family support



Counselling

A growing need in young people

Qualified Spurgeons counsellors provide individual counselling for children and young people in a variety of settings. We offer a safe, confidential, and non-judgmental space where children can build a trusting relationship with a professional and talk about anything that is troubling them.

Our counsellors, who are all members of the British Association of Counselling and Psychotherapy (BACP) or equivalent professional body, offer face-to-face sessions in schools, churches, family and children's centres as well as online sessions for teenagers. Referrals come from schools, GPs, child and adolescent mental health services, Early Help teams, and parents.

Assessing and monitoring risk is a priority for the team and over the last twelve months our counsellors have completed additional training. Risk is evaluated during assessment while safety plans are developed in collaboration with the child and parent if needed. Life events and symptoms are now collected separately which allows us to provide more in-depth data.

Over the last year the counselling team has introduced a new assessment process which considers the interconnectedness of biological, psychological, and social factors in understanding and addressing mental health. We have also applied a paediatric symptom checker to engage parents in the process.



Impact

15,313
sessions delivered in 2024-25

255
children met with our counsellors every week

69%
of our clients attending counselling achieved their goals

89.5%
of clients achieved a positive outcome on the Routine outcome measures for under 12s

75%
of clients achieved a positive outcome on the Routine outcome measures for over 12s



Spurgeons counselling conference

In March 2025 we hosted our first counselling conference which was attended by 35 qualified counsellors as well as members of our parent support team. We delivered sessions on a variety of topics including genograms, child on child abuse, harmful sexual behaviour, clay therapy and sharing practice.

One conference attendee told us: "I thought it was a brilliant day! So lovely to connect with each other face to face and there was time to chat. I hope that parenting and counselling can continue to work together to support families."

Families

A spectrum of support for parents

Our families may be struggling with a wide range of issues. These might include children presenting with challenging behaviour, parents experiencing emotional and social difficulties or significant emotional wellbeing concerns which are impacting both child and parent.

We provide support through a combination of one-on-one home visits and group courses. These include specific courses for parents of children with Autism Spectrum Disorder and people dealing with domestic abuse. Additionally, we offer informal support through drop-in sessions at local primary schools and parent-toddler groups.

Client story

Re-engaging with education*

After 100 days of school refusal, 14-year-old Ryan* and his family were struggling with grief, anxiety, and lack of support. Through two months of home visits, our counsellor built trust, strengthened family bonds, and helped Ryan process his emotions while addressing his self-esteem and school-related anxieties. With structured support and a referral to counselling, Ryan gained the confidence to attend a school meeting, where he agreed to start attending twice a week – breaking the cycle of avoidance. With continued support, he is now re-engaging in education, setting the stage for future success.

* names changed to protect identity.



Kent

Quality preschools with a family feel

Spurgeons operates two 'Buttons' preschools in Kent, located in Maidstone and Ramsgate. Dedicated Spurgeons staff are trained to the highest standards, ensuring excellent care and education. They provide term time education in a friendly and stimulating environment and children learn through play in a nurturing and relaxing setting. They are encouraged, inspired and empowered to explore a wide range of resources and activities.

We prioritise children with special educational needs, those for whom English is an additional language, and those eligible for Early Years Pupil Premium. Our holistic approach goes beyond preschool education, addressing challenges such as hunger and domestic abuse. We work closely with specialists to offer tailored support to both children and families, helping them thrive. This approach is especially crucial in Ramsgate, where many children are in local authority care or under child protection services.

Client story

Unwavering emotional support*

A parent shared heartfelt gratitude for the incredible support received, highlighting how staff go above and beyond for both children and parents. During a leukemia scare with her youngest, we provided unwavering emotional support, ensuring she never felt alone. When she couldn't get a World Book Day costume for her daughter, the team stepped in, finding a Spiderman outfit and lifting the weight of mum guilt. Beyond just childcare, the setting feels like a true community—where children thrive, parents connect, and every staff member is deeply invested in each child's happiness and well-being.

Client story

Connecting with the community

A single mother of three, including a child with severe disabilities, faced immense challenges—from unstable housing to mental health struggles. When her son's nursery funding was delayed, our team stepped in to provide free sessions, ensuring stability for the family. Despite relocating out of the area, she returned seeking support, and we welcomed her back with open arms. With a new home but no beds, the community rallied, and Farley's Furniture donated beds overnight. "Wow, I don't know what to say—thank you!" she shared. This story shows the power of compassion and community that Spurgeons can inspire to transforming lives.

Impact

98%

of parents would recommend our Preschools.

Digital Family Hubs

Our digital family hub acts as a lifeline for parents seeking guidance and support in their parenting journey, especially when facing complex issues. We work to provide support and tools for parents so they can navigate all life's challenges.

The digital family hub is an area on our site where we can offer digital therapeutic support, tips for good parenting skills and help for parents and professionals who work with young people. Combining expert advice and personalised resources to help families thrive.

Impact

21,514

users accessed our online content.



Our people

We couldn't achieve what we do without the dedication, expertise and passion of our entire team. This includes our employees, volunteers and faithful supporters.

A breakdown in numbers*

- On 31 March 2025 Spurgeons employed 304 personnel. This is less than 2024 because we implemented a change management programme in our commissioned services focusing on increased efficacy in the face of local authority budget challenges.
- More than half of our workforce (52.6%) work full-time (higher than last year) but the nature of our work and the sector we work in, as well as our colleagues' personal circumstances, means that many of our employees work part-time (25.7%) or term time only (17%). A further 4.7% of the workforce are on casual contracts.
- 92.5% of our employees stated their gender as female, 73% declared their ethnicity as White and 47.5% cited their religion as Christian. As an organisation welcoming and inclusive to all, we are proud to have a diverse range of ethnic backgrounds and religions in our workforce including 11.5% Asian/Asian British and 8% Muslim.

Less than 20 paid roles in Spurgeons have an occupational requirement to be a Christian. These roles are limited to the Senior Leadership Team and the fundraising team, who support our Christian donor base.

304

Spurgeons employees on 31 March, 2025

92.5%

of our employees stated their gender as female

Volunteers

Encouraging people with lived experience

Volunteers remain an essential part of our workforce supporting our work with children, families and vulnerable adults. As of 31 March 2025 we were delighted to host 92 volunteers across our services.

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

Over the next two years will be reviewing the role of volunteers in our workforce. We have positive examples of people who are beneficiaries of our services who have gone on to use their lived experience to supporting other parents and families as volunteers.

Empowerment, inclusion, learning and engagement

We would like Spurgeons to be a place where our teams feels inspired to serve children and families to their full potential. 'Empowering our people' is a strategic goal so our aim is for staff and volunteers to feel motivated to take ownership, appreciated for their uniqueness and committed to learning from each other.

As well as creating a welcome and inclusive environment, we continue to develop a learning culture across the organisation. We not only provide formal training opportunities but also encourage learning on the job and for colleagues to learn from each other.

To keep all our colleagues up to date with current trends, legislation, best practice and resources for children from 0-18 and SEND young people up to 25, we provide access to the Community Care Inform Learning Platform and Children and Young People Now Magazine online.

Our Mental Health Community of Practice continues to be a forum to share knowledge and skills across the organisation. We tap into the expertise of our Counselling colleagues to signpost support and appropriate resources on managing mental health and wellbeing.

All our counsellors receive a dedicated number of Continuing Professional Development hours each year to support their progress. These events and training include topics which consider both local needs and the strategic direction of the team.

Spurgeons managers continue to be upskilled through the Managing People Well programme and Appraisal training. For managers and employee representatives who were involved in the change management plan, we provided additional support tools to equip them for difficult conversations with colleagues.

An important element of engaging with our employees and volunteers is ensuring that everyone is kept up to date with what is happening across the organisation and can be inspired by the diverse and wide-ranging nature of our work. Our monthly newsletter – Spurgeons Together – is distributed to all employees and includes news and updates, reminders, requests and positive stories. We are mindful of reaching people in the most appropriate way so messages that are relevant only to particular teams or individuals are managed through a variety of targeted channels including team meetings and regular supervision. Direct communication from the CEO is often included in our monthly newsletter but this is also supplemented with CEO emails, video messages and live updates via Microsoft Teams.

Practice development: built on trusting relationships

We are committed to delivering quality services which result in positive and lasting impact for our children and families. To achieve this, we continue to focus on developing quality of practice, building on our strengths and empowering colleagues within teams.

Our approach assumes engagement and best outcomes are achieved through building trusting and respectful relationships. We take responsibility for creating and maintaining these relationships at all levels - with each other, with children, young people their families and colleagues.

Quality and practice



We continue to evaluate the effectiveness of our interventions through monitoring and quality assured practice. This includes continually reflecting and acting upon internal learning as well as listening and responding to feedback from our children and families, commissioners and colleagues.

Practice handbook



Every service has been inducted into our best practice standards through the Spurgeons Practice Handbook roadshow. Each service has developed an individual action plan designed to ensure all our standards are aligned to best practice, legislation and implementation of internal learning.

Higher standards

Further standards have been developed and coproduced with frontline services following feedback from the roadshows. The standards 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 and include:

- leadership enhanced management and supervision
- working with parental conflict
- cultural competence
- supporting children and families affected by imprisonment
- supporting children affected by imprisonment
- groupwork intervention
- counselling handbook

Supervision

As part of the enhanced management and supervision practice standard we have developed supervision training for both supervisees and supervisors. Supervision is a key activity for the workforce throughout their career and has an important role to play in developing a confident and competent workforce, leading to improved outcomes for children and families.

Centre of Excellence

We have successfully maintained our OCN (Open College Network London Region) endorsed accreditation as a centre of excellence in recognition of high-quality delivery and bespoke training programmes. We continue to apply a systematic approach to quality control and, during the review, staff demonstrated a commitment to children, young people and their families.

Domestic abuse

Domestic abuse is impacting many people across our services. Over the last twelve months we have continued to strengthen the understanding, skills, knowledge, and practice of all our practitioners in relation to domestic abuse. This includes bespoke training, coaching and mentoring to build confidence in safely responding to children and families.

A variety of webinars have been delivered to colleagues across the organisation covering topics such as:

- Using the Domestic Abuse Stalking Honour Based Violence Risk Identification Check list (DASH RIC)
- Our role and responsibilities
- Coercive control
- Impact of domestic abuse on children
- Domestic abuse and young people
- Safety planning
- Adolescent to parent violence and typologies.

We have also developed a training session exploring child on child abuse and our Safeguarding Policy and Child Protection Procedures have been comprehensively updated to ensure that they reflect the latest guidance and best practice.

Our financials

An overview of our financial performance for 2024-25

Aligned with the transformation in activities as indicated in our 2023-25 strategy, the financial results reflect a picture of change across our services. Overall, income grew by 4% to £12.6M (*2023-24: £12.1M*), demonstrating growth in service activities for children and young people. Service activities increased to £11M in the year 2024-25 (*2023-24: £10M*). Expenditure reduced by 11% to £13.5M (*2023-24: £15.2M*),of which £12.5M (*2023-24: £14.2M*) was directly spent on activities benefiting children, young people, and families. Investment losses were £0.4M (*2023-24: £0.5M gain*) leading to an overall decrease in funds of £1.3M (*2023-24: £2.6M decrease*) which represent an increase in restricted funds before transfers of £1M (*2023-24: £1.6M decrease*) and a decrease in unrestricted funds before transfers of £2.4M (*2023-24: £0.9M decrease*).

While services for children and young people have grown, challenges in the voluntary income fundraising landscape persist. Voluntary income ended the year at £1.1M (*2023-24: £1.4M*), falling £0.7M short of the £1.8M target. This shortfall contributed to the unrestricted deficit of £2.4M before transfers (*2023-24: £0.9M deficit*), influenced by reduced unrestricted voluntary income (£0.4M), higher non-commissioned service costs (£0.7M), and investment losses (£0.4M). These were partially offset by a £0.2M reduction in central services costs. Recognising these challenges, Spurgeons has revised its fundraising strategy, placing robust focus on key fundraising elements for 2025-26.

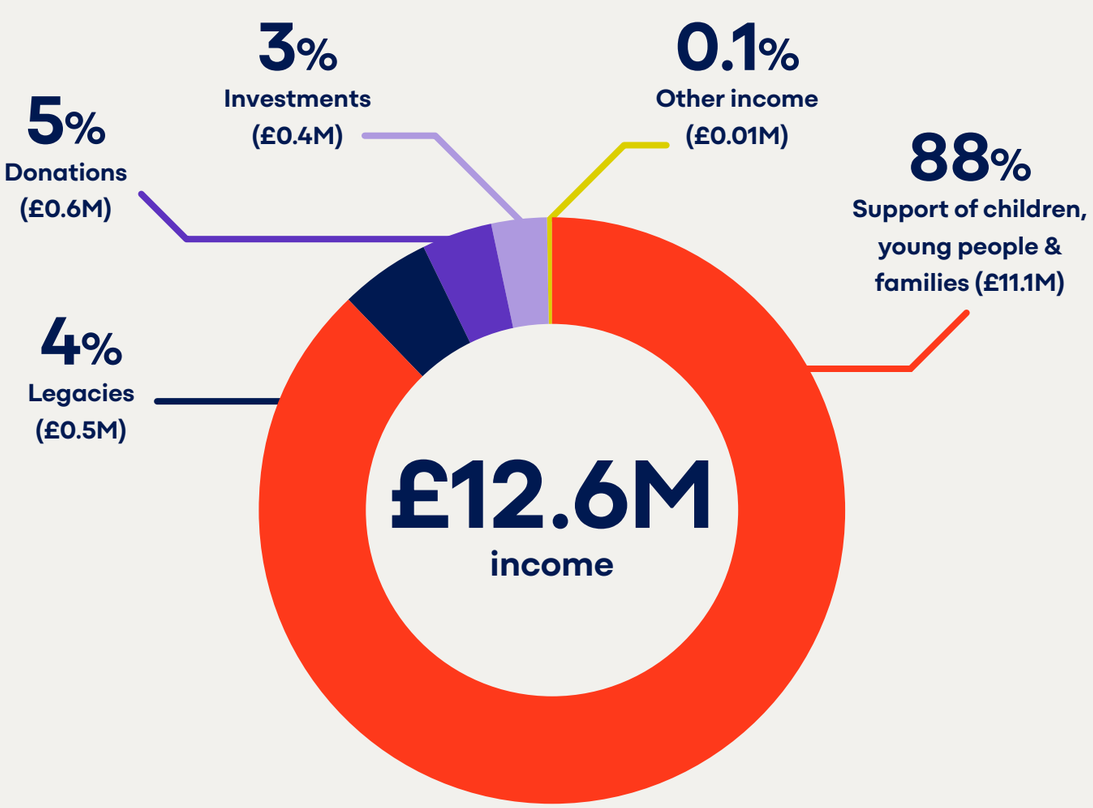
Spurgeons continued to invest in growth and services with £0.5M invested in service development and strategic initiatives from designated funds in the year. These investments in change, transformation, service development and supporter engagement support the strategic financial plan for growth and sustainability over the next 3 years.

Looking forward, Spurgeons' strategy focuses on growth while balancing efficiency to ensure long-term sustainability. The 2025-26 budget emphasises cost reduction and efficiency in central services, with budgeted unrestricted expenditure decreasing by £0.4M – from £4.1M in the 2024-25 actual spend to £3.7M in the 2025-26 budget. At the same time, Spurgeons continues to prioritise investment into our frontline services. Restricted spending is set to increase by £0.6M, rising from £9.4M in 2024-25 to £10M in the 2025-26 budget. This reflects a commitment to broadening vital support to children and families while diversifying income sources to enhance long-term sustainability.

Spurgeons reserves as at 31 March 2025 represent a strong position to support the financial strategy for the 3 years ahead with restricted reserves of £3.4M (*2023-24: £7.1M*), general reserves of £5.8M (*2023-24: £2.8M*), and designated reserves of £7.9M (*2023-24: £8.4M*).

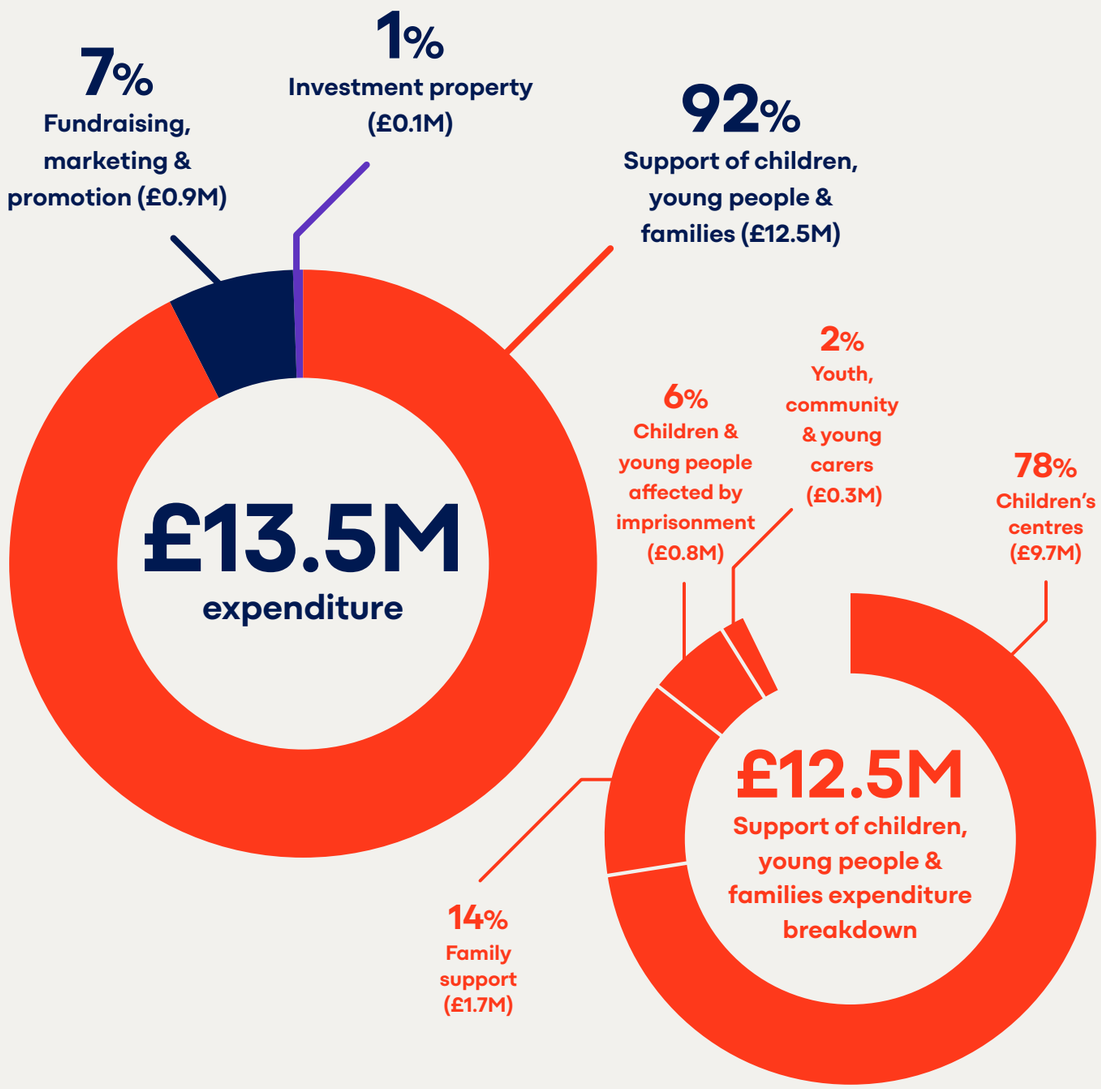
Our income results for 2024-25

Overall, our total income increased in the year 2024-25 to £12.6M (*2023-24: £12.1M*), comprising amounts received towards the support of children and young people of £11.1M (*2023-24: £10M*), voluntary income of £1.1M (*2023-24: £1.4M*), investment income of £0.4M (*2023-24: £0.5M*) and other income of £0.01M (*2023-24: £0.1M*). The overall growth in income reflects growth in our services in support of children and young people. While the external fundraising environment remains challenging, Spurgeons has invested in our fundraising activity in the year through continuing to develop our engagement with supporters, investing time in understanding the values and motivations driving our existing donors and successfully expanding our supporter base with individuals who share our vision. This investment supports our forward-looking strategy for growth. Our immediate aim in 2025-26 includes a focus on voluntary income growth to £1.4M, as well as growth in our commissioned and counselling services.



Our expenditure results for 2024-25

Following change management in 2024-25 and further efficiency and digitisation savings in 2025-26, expenditure has reduced by 11% to £13.5M (*2023-24: £15.2M*), although Spurgeons continued to invest in growth and agile infrastructure. Expenditure related to activities to support children, young people and families amounted to £12.5M (*2023-24: £14.2M*). Our children's centre services accounts for £9.7M (78%) of total spend (*2023-24: £11.7M*). Family support work increased by 42% from last year, now amounting to £1.7M (*2023-24: £1.2M*). Our work with children and young people affected by imprisonment accounts for £0.8M of our spend (*2023-24: £0.6M)* and our youth, community and young carers work accounts for £0.3M of total spend (*2023-24: £0.6M*).



Of our total expendture, 81% (£10.9M, *2023-24: £11.9M*) comprises employment costs, with most of this amount (£8M) expended on personnel directly involved in delivering essential support services.

Our unrestricted expenditure increased by £0.4M to £4.1M in 2024-25, compared to £3.7M in the prior year. This growth was driven by investments in fundraising, growth initiatives, and a rise in non-commissioned service activities. Additionally, £0.5M (*2023-24: £0.02M*) of designated funds was invested in strategic initiatives, including programmes supporting children affected by imprisonment.

Net Assets

Our reserves

As at 31 March 2025, £3.4M (2023-24: £7.1M) reserves were restricted and endowed; £7.9M (2023-24: £8.4M) was designated and general unrestricted funds amounted to £5.7M (2023-24: £2.8M).

Whilst restricted and endowed reserves can only be spent on the purposes for which they were given, the designated funds are those set aside by the trustees for a particular purpose and comprise the Strategic Investment Fund £2.3M (*2023-24: £2.6M*), the Service Development Fund £3.2M (*2023-24: £3.5M*) and the Property Investment Fund £2.4M (*2023-24: £2.4M*). The trustees have earmarked £0.7M from the Strategic Investment fund to develop property during 2025-26 aimed at maximising returns and increasing operational income. In addition, trustees have earmarked a further £0.3M (*2023-2024: £0.3M*) investment into Spurgeons Prisons services and Spurgeons Connect pilot projects during 2025-26.

General unrestricted funds were £5.7M (*2023-24: £2.8M*), sufficient to support the £4.7M free reserves target, resulting in a strong balance sheet at 31 March 2025. General reserves were supported in the year by the transfer of £4.7M from the formerly restricted D J Thomas Funds, the purposes of which are in line with the overall charitable objectives of Spurgeons.

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 27th 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 30th 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).

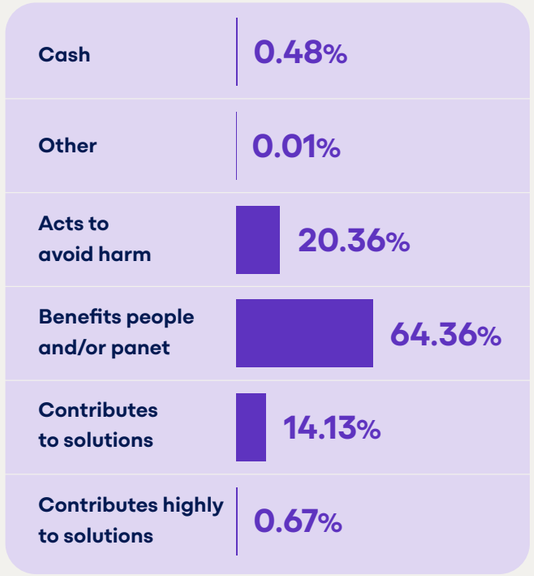
Trustees review our investment policy annually, and investment performance every quarter. At 31 March 2025, non-property investments, including the DL Moody Trust, were held in Common Investment Funds. Our approach to managing our investments is to take a moderate (low to medium) approach to risk. Our 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 Spurgeon's investment portfolio delivered a total return of 6.5% net of all fees to 31 March 2025.

Over the one year to 31 March 2025 the Spurgeon's investment portfolio returned -3.6% net of all fees compared to the CPI + 3% investment objective of 5.7%, although inflation is usually only used as a performance measure over 5 to 10 years. Much of the Spurgeon's portfolio's underperformance compared to the peer group index was because of its underweight position in the Magnificent Seven technology stocks, which led global equity returns in 2024. The fallout from the re-election of the US president also negatively impacted sustainable portfolios with exposure to the energy transition, such as Spurgeon's. Equally, sectors which the portfolio has very low exposure to, such as tobacco, aerospace and defence, mining and banks, performed strongly over the year. 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 and generate strong long term financial returns.

The peer group ARC Charity Steady Growth Index returned 3% over the same period. This peer group index is a composite of performance data from c.6,000 charity portfolios across c.35 investment managers taking a similar degree of risk, some of which have ethical restrictions and a sustainability focus, but many do not.

As of 31 March 2025, all investments in the portfolio met a minimum standard of demonstrating credibly they are 'acting to avoid harm'. These are companies demonstrating action to prevent negative impacts on people and the planet. In addition, 64.4% of the investment portfolio was rated by Greenbank as showing they are delivering 'benefits to people and planet' through important

societal and environmental benefits. 14.8% 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. For completeness, 0.5% of the portfolio was held in cash or cash like instruments.

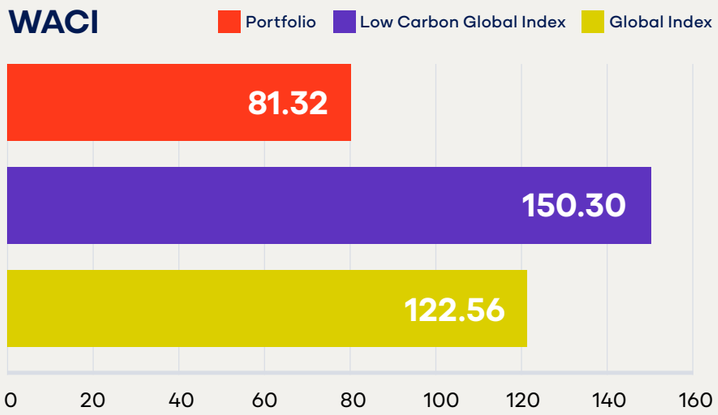


Greenbank carbon intensity report for Spurgeon's investment portfolio as at 31 March 2025

Portfolio WACI (Weighted average carbon intensity)
81.32

Global all countries equity market comparator index
150.30 (-45.9%)

Global equity market comparator index
122.56 (-33.7%)



As of 31 March 2025, the Spurgeon's investment portfolio had a weighted average carbon intensity (WACI) of 81.32 Tonnes of CO_2 eq/£m sales. This is c.46% lower than an all countries equity market comparator index (150.30 CO_2 eq/£m sales) and c.34% lower than a global equity comparator index (122.56 CO_2 eq/£m sales).

Greenbank undertake voting and engage with companies and policymakers on our behalf to push for positive change. This includes topics such as achieving Net Zero and the Just Transition, the ethics of Artificial Intelligence, tackling modern human slavery, protecting biodiversity and halting deforestation, pushing for fair pay and work standards, human rights due diligence, sustainable food policy, and more recently Diversity, Equity and Inclusion approaches. Greenbank provide more information on their engagement activities on our behalf and their focus areas going forwards in their 2025-2026 engagement review.

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.
- Other specific risks to achieving our three year financial strategy such as delays in mobilisation of initiatives

The cost to mitigate against areas of identifiable risk is £2.9M (*2023-24: £3.1M*). In addition, the cost to fund ongoing operational deficits is £1.8M (*2023-24: £2.1M*). Combined, this indicates an estimated total requirement for free reserves of £4.7M (*2023-24: £5.3M*). Spurgeons has reduced its forecast operational deficits over the following three years through growth and increased efficiency in operations in line with the three-year financial strategy to reach a balanced budget 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 2025 totalled £5.7M (*2023-24: £2.8M*), representing approximately 22 weeks (*2023-24: 10 weeks*) of planned operating expenditure. Trustees are satisfied that the level of general reserves are sufficient to support the reserves policy requirement of £4.7M.

Going concern

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

During 2024-25, we have continued to develop our engagement with supporters and invested time in understanding the values and motivations driving our existing donors while successfully expanding our supporter base with individuals who share our mission. The appointment of our new Director of Fundraising, alongside other key team members, positions us to grow voluntary revenue in 2025-26 and beyond.

Trustees have reviewed the balance of liquidity versus investment returns, as well as a rolling three-year cashflow alongside the free reserves required to mitigate potential risk, and the investment required to implement our long-term plans for diversification.

As a result of our work, the strength of our reserves and value of our assets, we confidently assert that we are in a strong financial position and that the charity's accounts can be prepared on the going concern basis.



Fundraising and income generation

While public sector contracts – including our valued local authority partnerships – remain our primary funding source, voluntary income plays an increasingly strategic role in diversifying our revenue streams and strengthening our organisational resilience.

As the UK's leading Christian family charity, we remain steadfast in our commitment to support anyone in need, regardless of background or circumstances. The generosity of our donors makes possible our vital non-commissioned projects, including counselling services, parent and family support programmes, and specialised work with children affected by imprisonment.

Growing our supporter base

Over the last year we have developed our engagement with supporters and invested time in understanding the values and motivations driving our existing donors while successfully expanding our supporter base with individuals who share our mission. The appointment of our new Director of Fundraising, alongside other key team members, positions us to substantially grow voluntary revenue in the coming years. We look forward to sharing our enhanced strategies, expanded impact, and improved outcomes in next year's report.

Our communication with supporters continues to develop, with our Together magazine focusing on topical issues across the year, as well as providing signposting to our services and a broader picture of our work. We have also improved our engagement with those who were in Spurgeons and Fegans homes and grown the audience for our Prayer Partners newsletter, for those who see their Christian faith as part of their relationship with the charity.

Spurgeons activities

Like many charities, we have felt the effects of the ongoing cost-of-living challenges. We understand that our service users and donors are facing similar increases. Additionally, we have seen an exponential rise in the need for our support and services. The Charities Aid Foundation (CAF) 2024 report found that demand had increased for 86% of charities, with 88% expecting this trend to continue.

To meet this growing need, we are partnering with Church communities and faith groups to collaborate and share our experience and training. Enhancing our online services allows us to reach a wider geographic area, and the Benefact Trust has been incredibly supportive and generous in helping us expand and share our digital resources through our digital family hub. Having a toolkit of excellent resources has not only increased our reach but also enabled local churches and organisations to connect with those in need within their towns and communities.

We are deeply grateful to every donor, Church, grant funder, and foundation for their generosity this past year. Their support has enabled us to provide much needed and timely assistance to children, young people, and families often in desperate circumstances. We continue to be humbled by the significant impact we see, as outlined throughout this report.

Christmas Appeal

Our Christmas campaign resonated deeply with supporters this year, raising £30,000 through the generosity of hundreds of individuals and churches. These funds directly support our family services, transforming the lives of vulnerable children and families across the UK.

The campaign highlighted the transformative work of our family support workers, including Leonie, who shared two powerful stories:

Mel's Journey
After enduring years of domestic abuse, Mel faced new challenges when her husband left, plunging her family of four into chaos. With Leonie's support, she rebuilt structure in her home, regained her confidence, and began moving forward with hope for herself and her children.

Kate's Transformation
Overwhelmed by her son's additional needs and her own anxiety, Kate found new beginnings through Spurgeons. Our tailored counselling provided her with practical techniques to manage anxiety, while parenting support helped her understand her son's needs and create a calmer home environment for her son to thrive.



Our commitment to ethical fundraising

Spurgeons proudly maintains registration with the Chartered Institute of Fundraisers, adhering to the Fundraising Regulator's Code of Practice. Throughout the year, we've utilised their training resources to enhance both our fundraising effectiveness and ethical standards. We don't use third-party fundraisers and, as such, retain internal control over our adherence to these standards.

We remain dedicated to exceptional donor care, regularly reviewing our Donations Policy and Fundraising Promise (both available on our website). Our Complaints Policy is also accessible online, and we're pleased to report zero complaints regarding our fundraising activities for the year ending 31st March 2025.

The responsible management of personal data remains a priority, with strict adherence to GDPR regulations. Our comprehensive GDPR Policy, available on our website, ensures transparency in data handling and provides clear options for managing communication preferences.

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 strategic Charity Risk Register that identifies the key organisational risks.

The Charity Risk Register is co-owned by our Board of Trustees and the Chief Executive and adheres to our internal Risk Management Policy. 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 RAG status (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.	• Continued monitoring of spend and income against long-term financial plans to achieve balanced budget approach. • Increasing efficacy in our commissioned services contracts, ensuring the same quality delivery at a lower cost, given the fixed income local authority budgets. • Robust strategies to focus on commissioned services growth. • We value our partnerships and work closely with Commissioners and partners to ensure we deliver the highest quality of services to children and families.

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.	• 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. • Our Standards & Outcomes Committee reviews and scrutinises the Safeguarding and Health & Safety performance across all sites every quarter. • We engage in peer review of safeguarding incidents and learning reviews where appropriate. • The Head of Practice Development supports safeguarding good practice across projects and services. • We work with professional external Health & Safety consultants to ensure accuracy in our processes, procedures and policies and that all sites meet the required Health & Safety standards.
Strategic drift.	• Our strategy is underwritten by a clear business plan, segmented, and linked to each accountable department. • Progress against the business plan is reported quarterly to Trustees. • 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. • We are focused on achieving greater efficacies in our structure, ensuring sustainability and alignment to longer-term strategy. • Actively scanning the external landscape monitoring the factors that might impact the delivery of our strategy.

Key risk summary (continued)

Risk	Mitigating actions
Inability to deliver high quality or key services due to retention of staff challenges driven by team transitions.	• Design and implementation of efficiencies in our operational delivery models and ways of working. • We have implemented staff development programs with internal promotion opportunities and enhanced training opportunities. • We developed contingency plans for business continuity. • We continue to review flexible working opportunities and staff wellbeing packages. • Ongoing pay and rewards reviews to ensure pay and rewards are competitive.
Unsatisfactory voluntary fundraising returns compared to our targets.	• Robust financial strategy to monitor our non-commissioned services growth. • We develop robust channels to diversify our income, including realistic KPI's to measure progress and adapt with agility where required. • We focus on developing partnerships and networks that align to our strategy. • We continue to implement our new brand strategy with a clear USP. • We are reviewing our resource requirements and system infrastructure to ensure an effective supporter engagement and retention approach.

Key risk summary (continued)

Risk	Mitigating actions
Failure to meet compliance, regulatory requirements, or good governance.	• We continue to focus on relevant, diversified talent in our Board of Trustees. • We are regularly reviewing committee terms of references, sub-committee structures required as well as related skills and roles. • We benchmark our internal processes against regulatory requirements.
Financial loss and data integrity from cybercrime.	• We regularly review the relevance of our IT systems, controls and firewalls and implement updates where required. • We continue to research and implement initiatives to ensure data security. • We hold Cyber Essentials Accreditation. • We engage in mandatory GDPR and data protection training.

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 fulfil 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 financial 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, investment policy and property portfolio 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; Equity, Diversity and Inclusion and Learning and Development/Knowledge and Skills development.
Standards & Outcomes Committee	Examines and reviews 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 reviews quality and impact of services, as well as emerging development plans.

The Chief Executive Officer acted as the Company Secretary in 2023-24, and this role was then transferred to the Head of Strategic Programmes & Governance, who 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 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 SLT, with input from relevant organisational leaders , after consultation and research with specific stakeholders and the Trustees. The Board approves the strategy and delegates 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. Trustees do not receive any remuneration for their service but are reimbursed 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 persons duties solely in their capacity as a Trustee.

Carbon reporting

We are unwaveringly committed to achieving maximum energy efficiency to reduce our carbon footprint.

This is evident in our daily operational choices, ranging from the implementation of sustainable energy efficient processes to the utilisation of fair trade products. We have gathered data on electricity and gas consumption across 8 sites, comprising 4 Family Hubs, 2 Children's Centres, 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 to that of the previous year, which is largely attributed to the closure of the Young Carers office and three sites across Wiltshire.

The overall electricity usage accounted for 189.360MWh, with gas consumption reaching 428.588MWh across all 8 sites. The energy consumption is primarily concentrated within the larger Family Hubs and Children's Centres, equating to 157.443MWh electricity and 386.776MWh of gas, as they operate daily, and for longer hours as we cohesively work alongside other partnering agencies, to offer the communities in which we operate, a varying number of support services to families and vulnerable children. Spurgeons also operate in 12 sites which are landlord managed, with the latter monitoring energy usage. Based on our engagement with an Energy Saving Opportunity Scheme (ESOS), we are now actively developing a long term carbon reduction plan to account for our commitment to reduce the carbon footprint of Spurgeons Services.

The plan outlines definitive carbon reduction initiatives and are linked to our Environmental Policy, which is posted on our website.

Energy consumption	April 2024 – March 2025 (MWh)	April 2023 – March 2024 (MWh)
Electricity	189.360	221.707
Gas	428.588	428.926
Total Energy Consumption	617.948	650.633

We are unable to provide energy usage reporting for 12 sites, seven of which are Children's Centres, two are prison services based within a prison site and two preschools. This is due to these sites being landlord managed.

Spurgeons participated in an Energy Saving Opportunity Scheme (ESOS) audit during the year, forming part of our energy saving operational plan, demonstrating our commitment to reducing our carbon footprint.

We have identified and signposted the following key points to formulate an Action Plan ensuring sustainable practices are embedded within Spurgeons:

- Appoint and adequately resource an Energy/Carbon Manager and Green Champions and develop a robust and practical energy- and carbon management policy that covers both buildings and the grey fleet.
- Deliver energy awareness training for senior managers, site managers and Green Champions and seek behaviour change by staff to reduce energy waste in buildings and the grey fleet.
- Purchase or develop a robust, company-wide energy monitoring system and log all energy used accurately, monthly, for the financial year 2024-25.
- Present energy consumption data to the Board at least once and review actions.
- Change the heating set-point temperatures and times as recommended for each site.
- Roll out energy-awareness training to all staff.
- Replace external fluorescent lighting with LEDs.
- Replace internal those non-LED lamps and/or fixtures that are on for the longest hours with LEDs.

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

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 10 July 2025:

Mike Rebeiro
Trustee

Independent auditor's report

Opinion

We have audited the financial statements of Spurgeons for the year ended 31 March 2025 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 2025 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

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

- 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 57, 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 combinations, postings by unusual users or with unusual descriptions, 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. 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: 14 August 2025

Financial statements

Statement of Financial Activities for the year ended 31 March 2025

		2025			2024		
	Notes	Unrestricted Funds £000s	Restricted Funds £000s	Total Funds £000s	Unrestricted Funds £000s	Restricted Funds £000s	Total Funds £000s
Income from:							
Donations & legacies							
Donations		296	270	**566**	411	481	892
Legacies		499	-	**499**	476	-	476
Investments:						-	
Rental income		114	-	**114**	104	-	104
Interest		146	-	**146**	248	-	248
Dividends		164	-	**164**	147	-	147
Charitable activities:							
Amounts received towards the support of children, young people & families	3	920	10,159	**11,079**	734	9,362	10,096
Other income							
Other income		2	9	**11**	111	20	131
Total income		**2,141**	**10,438**	**12,579**	**2,231**	**9,863**	**12,094**
Expenditure on:							
Raising funds:							
Fundraising, marketing & promotion		805	86	**891**	736	12	748
Investment property costs		177	-	**177**	249	-	249
Charitable activities							
Support of children, young people & families	4	3,158	9,317	**12,475**	2,722	11,495	14,217
Total expenditure	5	**4,140**	**9,403**	**13,543**	**3,707**	**11,507**	**15,214**
Net (expenditure)/income before net gains/(losses) on investments		(1,999)	1,035	**(964)**	(1,476)	(1,644)	(3,120)
Net (losses)/gains on investments	9	(359)	-	**(359)**	525	-	525
Net (expenditure)/income after net losses/(gains) on investments		**(2,358)**	**1,035**	**(1,323)**	**(951)**	**(1,644)**	**(2,595)**
Transfers between funds		4,738	(4,738)	**-**	(218)	218	-
Net movement in funds		2,380	(3,703)	**(1,323)**	(1,169)	(1,426)	(2,595)
Total funds brought forward at 1st April	12	**11,245**	**7,093**	**18,338**	**12,414**	**8,519**	**20,933**
Total funds carried forward at 31st March	12	**13,625**	**3,390**	**17,015**	**11,245**	**7,093**	**18,338**

- The results relate to continuing activities. Included within the restricted funds column are endowment funds with a balance as at 31st March 2025 of £511k (2024:£511k).
- Movements on endowment funds are shown in Note 12.

The Notes on pages 66 to 78 form part of these financial statements.

Balance sheet as at 31 March 2025

	Notes	2025 £000s	2024 £000s
Fixed assets			
Tangible fixed assets	7	**363**	374
Intangible fixed assets	8	**53**	73
Investments	9	**11,516**	14,586
Total fixed assets		**11,932**	**15,033**
Current assets			
Debtors	10	**461**	840
Notice deposits		**2,026**	-
Cash at bank and in hand		**3,757**	4,314
Total current assets		**6,244**	**5,154**
Liabilities			
Creditors: Amounts falling due within one year	11	**(1,161)**	(1,849)
Net current assets		**5,083**	3,305
Total net assets		**17,015**	**18,338**
The funds of the charity			
Endowment funds	12(a)	**511**	511
Restricted funds	12(a)		
- D.J. Thomas fund*		**-**	4,735
- UK projects fund		**2,879**	1,847
Total restricted funds		**3,390**	**7,093**
- Designated funds **	12(a)	**7,931**	8,404
- General funds ***	12(a)	**5,694**	2,841
Total unrestricted funds		**13,625**	11,245
Total funds		**17,015**	**18,338**

* The D.J. Thomas fund, including a revaluation reserve of £2,648,000 (2024: £2,648,000), was transferred to General funds during 2024-25 to support Spurgeons Charitable objects in line with the guidelines of the fund.

** Designated funds include a revaluation reserve of £2,225,285 (2024: £2,145,200).

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

Approved by the Board of Trustees and authorised for issue on **10 July 2025** and signed on its behalf by:

Colin Jones

Colin Jones
Trustee

Company Registration Number: 03990460
Charity Registration Number: 1081182

Statement of Cash Flows as at 31 March 2025

	Notes	2025 £000's	2024 £000's
Cash flows from operating activities:			
Net cash (used in) operating activities		**(860)**	(3,071)
Cash flows from investing activities:			
Rental income		**114**	104
Interest and dividends		**310**	395
Purchase of fixed assets		**-**	(3)
Additions at cost: common investment funds	9	**(1,262)**	(4,352)
Disposal proceeds: common investment funds	9	**1,103**	1,552
Disposal proceeds: current asset investments		**-**	710
Cash used/(retained) in common funds	9	**38**	(25)
Fixed asset investments reclassified as cash		**2,026**	-
Net cash provided by investing activities		**2,329**	(1,619)
Change in cash and cash equivalents in the year		**1,469**	(4,690)
Cash and cash equivalents at beginning of year		**4,314**	9,004
Cash and cash equivalents at the end of the year	(b)	**5,783**	**4,314**

a) Cash flows from operating activities

	Notes	2025 £000's	2024 £000's
Net cash (used in) provided by operating activities			
Net expenditure		**(1,323)**	(2,595)
Adjustments for:			
Depreciation charges		**31**	38
Dividends, interest & rents from investments		**(424)**	(499)
Decrease/ (Increase) in debtors		**379**	(77)
(Decrease)/ Increase in creditors		**(688)**	616
Gains/ (Losses) on investments		**478**	(554)
Movement in notice deposits		**687**	-
Net cash used in operating activities		**(860)**	**(3,071)**

b) Analysis of changes in net funds

	At 1 April 2024 £000's	Cashflow £000's	Non-cash changes £000's	At 1 April 2025 £000's
Cash at bank and in hand	4,314	(557)	-	**3,757**
Notice deposits (less than 3 months)	2,026	-	-	2,026
Total	**6,340**	**(557)**	**-**	**5,783**

Notes to the financial statements for the year ended 31 March 2025

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 1January 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 the 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 £474,498 (*£505,586 in 2024*).

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 12 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 decrease of the property valuations of £141,000 (*2023-24:£365,000 gain*).

• 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 amounts accrued within creditors was £69,008 (*2023-24: £60,029*).

• 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 & families year ended 31 March 2025

	Unrestricted Funds £000's	Restricted Funds £000's	2025 Total £000's	2024 Total £000's
Fees and other project income	918	631	**1,549**	1,199
Statutory sector:				
Local authorities	2	9,365	**9,367**	8,735
NOMS*	-	163	**163**	162
Total	**920**	**10,159**	**11,079**	**10,096**

Analysis of amounts received towards the support of children & young people & families year ended 31 March 2024

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

* National Offender Management Service.

4 Analysis of amounts expended in the support of children & young people & families year ended 31 March 2025

	Unrestricted Funds £000's	Restricted Funds £000's	2025 Total £000's	2024 Total £000's
Type of project:				
Children's centres	1,123	8,527	**9,650**	11,727
Children & young people affected by imprisonment	349	438	**787**	595
Family support	1,567	134	**1,701**	1,240
Youth, community & young carers	46	217	**263**	595
Other	73	1	**74**	60
Total	**3,158**	**9,317**	**12,475**	**14,217**

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

	Unrestricted Funds £000's	Restricted Funds £000's	2024 Total £000's	2023 Total £000's
Type of project:				
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**	-
Total	**2,722**	**11,495**	**14,217**	**13,707**

5 Total expenditure year ended 31 March 2025

	Staff Costs (Note 6) £000's	Depreciation £000's	Other Costs £000's	2025 Total £000's
Expenditure on raising funds:				
Fundraising, marketing & promotion	603	-	288	**891**
Investment property costs	-	-	177	**177**
Charitable expenditure:				
Project costs	10,258	31	2,186	**12,475**
Total	**10,861**	**31**	**2,651**	**13,543**

Total expenditure year ended 31 March 2024

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

Net movement in funds

	2025 £000's	2024 £000's
The net movement in funds is stated after charging:		
Depreciation	**31**	38
Operating lease rentals - buildings	**45**	114
Operating lease rentals - other	**26**	27
Auditor's remuneration (including VAT) - audit	**27**	24

Support costs

	2025 £000's	2024 £000's
Operational management	**751**	671
Business development	**495**	430
Finance, IT & corporate services	**975**	1,142
Human resources & people development	**511**	510
Governance	**59**	60
Other central support and administration	**640**	498
Total	**3,431**	**3,311**

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

	2025 £000's	2024 £000's
Audit	**27**	24
Trustees' expenses	**-**	-
Other costs	**3**	13
Recruitment	**20**	15
Professional indemnty insurance	**9**	8
Total	**59**	**60**

6 Staff costs

	2025 £000's	2024 £000's
Wages and salaries	**9,132**	10,242
Social security costs	**779**	802
Pension costs	**472**	511
Other	**478**	337
Total	**10,861**	**11,892**

Employee emoluments over £60,000

	2025 Number	2024 Number
Employees contnuing in service:		
£60,001 to £70,000	**2**	3
£70,001 to £80,000	**1**	2
£80,001 to £90,000	**1**	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 £27,364 (*2023-24: £38,086*).

The key management personnel for the organisation consists of the trustees and four members of the Senior Leadership Team. The total emoluments in the year, including gross salary, employers pension contribution and benefits in kind, were £329,469 (*2023-24: £517,352*).

The average number of employees (including casual workers) in the year was 334. The average number of full time equivalent employees (including casual workers) in the year was 289 (*2023-24: 300*).

As a result of change management, the charity paid £271,545 in redundancy and termination payments during the year (*2023-24: £16,142*).

Analysis of full time equivalent employees

	2025 FTE	2024 FTE
Central departments and regional offices	**39**	45
Projects and services	**250**	255
Total	**289**	**300**

7 Tangible fixed assets

	Computer Equipment Fixtures & Fittings £000's	Permanent Endowment Freehold Property £000's	Freehold Property £000's	Total £000's
Cost/valuation:				
At 1 April 2024	168	185	300	653
Disposals	(19)	-	-	(19)
As at 31 March 2025	**149**	**185**	**300**	**634**
Accumulated depreciation				
At 1 April 2024	163	105	11	279
Charge for the year	1	4	6	11
Disposals	(19)	-	-	(19)
As at 31 March 2025	**145**	**109**	**17**	**271**
Net book value				
As at 31 March 2025	**4**	**76**	**283**	**363**
As at 1 April 2024	5	80	289	374

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
Cost	
At 1 April 2024	210
Disposals	(80)
As at 31 March 2025	**130**
Accumulated depreciation	
At 1 April 2024	137
Charge for the year	20
Disposals	(80)
As at 31 March 2025	**77**
Net book value	
As at 31 March 2025	**53**
As at 1 April 2024	73

9 Fixed assets investments

	2025 £000's	2024 £000's
Analysis of investments by class		
Fixed asset investments		
UK Common investment funds	**4,917**	7,846
Investment properties	**6,599**	6,740
Total investments	**11,516**	**14,586**
Movement in market value of investments		
Market value as at 1 April	**14,586**	11,202
Additions at cost: Common investment funds	**1,262**	4,352
Disposal proceeds: Common investment funds	**(1,103)**	(1,552)
Cash used/retained in Common funds	**(38)**	25
Reclassification of Notice deposits to Current Asset Investments	**(2,026)**	5
Movement in Notice deposits	**(687)**	-
Revaluations investment property and common investment funds	**(478)**	554
Market value as at 31 March 2025	**11,516**	14,586
Historic cost of common investment funds	**3,539**	4,396
Historic cost of investment properties	**106**	106

Valuations were carried out by Nicholas & Co and Fletcher King as at 31st March 2025. Includes revaluation loss of £141,000 in 2024-25.

10 Debtors: Amounts falling due within one year

	2025 £000's	2024 £000's
Trade debtors	**329**	119
Prepayments & accrued income	**132**	721
Total	**461**	**840**

11 Creditors: Amounts falling due within one year

	2025 £000's	2024 £000's
Trade creditors	**136**	407
Accruals & deferred income	**704**	1,135
Taxation & social security	**161**	184
Pension contributions	**121**	76
Other creditors	**39**	47
Total	**1,161**	**1,849**

12 Funds

a) Movement in funds for the year ended 31 March 2025

	Balance at 1 April 2024 £000s	Income £000s	Expenditure £000s	Investment Gains/ (losses) £000s	Transfers £000s	Acquisitions £000s	Balance at 31 March 2025 £000s
Restricted funds:							
Foundation trust							
Permanent endowment	511	-	-	-	-	-	**511**
UK projects	1,847	10,438	(9,403)	-	(3)	_	**2,879**
D. J. Thomas	4,735	-	-	-	(4,735)	_	**-**
Total restricted	**7,093**	**10,438**	**(9,403)**	**-**	**(4,738)**	**-**	**3,390**
Unrestricted funds:							
Designated funds							
Strategic Investment Fund	2,614	-	(296)	-	-	-	**2,318**
Property investment fund	2,365	-	-	-	-	-	**2,365**
Service development fund	3,425	-	(177)	-	-	-	**3,248**
Total	**8,404**	**-**	**(473)**	**-**	**-**	**-**	**7,931**
General funds:							
General funds	2,841	2,141	(3,667)	(359)	4,738	_	**5,694**
Total unrestricted	**11,245**	**2,141**	**(4,140)**	**(359)**	**4,738**	**-**	**13,625**
Total funds	**18,338**	**12,579**	**£13,543**	**(359)**	**-**	**-**	**17,015**

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

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 were transferred to General funds to 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 assistance.

The Strategic Investment Fund is positioned to meet the needs of strategic growth through voluntary income diversification and enhanced infrastructure. The current fund value is £2,318,000.

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 complements 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 2025

	Tangible Fixed Assets £000s	Intangible Fixed Assets £000s	Investments £000s	Net current Assets £000s	Total £000s
Unrestricted funds	287	53	10,610	2,675	**13,625**
Restricted funds - UK projects	-	-	537	2,255	**2,792**
Restricted funds - Non-commissioned	-	-	-	87	**87**
Total	**287**	**53**	**11,147**	**5,017**	**16,504**
Foundation trust					
Permanent endowment	77	-	369	65	**511**
Total	**364**	**53**	**11,516**	**5,082**	**17,015**

d) 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**
Total	**286**	**73**	**14,188**	**3,280**	**17,827**
Foundation trust					
Permanent endowment	88	-	398	25	**511**
Total	**374**	**73**	**14,586**	**3,305**	**18,338**

13 Transactions with trustees

During the year the Charity reimbursed expenses of £254 (*2023-24: £40*) 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.

14 Related party transactions

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

15 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.

16 Operating lease commitments

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

	2025 Property £000's	2025 Equipment £000's	2024 Property £000's	2024 Equipment £000's
Minimum rentals falling due:				
Not later than one year	**6**	**-**	27	-
Later than one year, not later than 5 years	**21**	**58**	83	70
Total	**27**	**58**	**110**	**70**

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

	2025 Commercial (Lease) £000's	2025 Residential (Tenancy) £000's	2024 Commercial (Lease) £000's	2024 Residential (Tenancy) £000's
Minimum rentals receivable within:				
Not later than one year	**32**	**82**	1	13
Later than one year, not later than 5 years	**9**	**88**	150	-
Total	**41**	**170**	**151**	**13**

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:

Baron Davenports Charity Trust
Funding towards the Young Carers Festival.

BBC Children in Need
Grant received for Birmingham Young Carers.

Benefact Trust
Funding for Digital support and resources for Family Hubs.

Blueberry Wellbeing
Funding for parenting and family support in Sussex and Kent.

The Brenan Rest Trust
Funding towards working with children, young people and families across Ramsgate, Kent.

Colyer Fergusson Charitable Trust
Funding for (Whitstable Coastal) Family Hub.

Forward Carers
Funding for Birmingham Young Carers Counselling.

The Grantham Yorke Trust
Funding towards the Young Carers Festival.

John Lewis/Waitrose Community Fund
Funding for children's and young people's counselling.

London Borough of Hounslow: Hounslow Thriving Communities
Funding towards Boys2Men in Hounslow.

London City Bridge Trust Bridging Divides Funding Programme
Funding towards Boys2Men in Hounslow.

Michael & Shirley Hunt Charitable Trust
Funding towards Invisible Walls activities.

OPCC for Hampshire & Isle of Wight
Funding towards Invisible Walls.

The National Lottery Community Fund: Reaching Communities
Grant received for our Invisible Walls Project.

Surrey Active Communities
Funding for Elmbridge Playschemes.

The Swire Charitable Trust
Funding towards Boys2Men Hounslow.

Walton Charity
Funding for a Community Liaison Officer role in Elmbridge, Surrey and funding to support service users in Elmbridge, Surrey.

Worshipful Company of Makers of Playing Cards
Funding for Boys2Men project in Elmbridge.

29th May 1961 Charitable Trust
Funding towards Boys2Men Hounslow.

Reference and administrative details

Trustees and directors

Alicia Fowler
(Appointed 11 July 2024)
People & Culture Committee

Alison Collins
(Resigned effective 11 July 2024)

Christopher James
Vice Chair of Board of Trustees
Standards & Outcomes Committee
People & Culture Committee
(Chair of Committee)

Colin Jones
Finance & Risk Committee
(Chair of Committee)

David Buchan
Finance & Risk Committee

Debbie Clinton
(Appointed 11 July 2024)
People & Culture Committee

Linda Emery
Vice Chair of Board of Trustees
People & Culture Committee

Louise Whitehead
(Appointed 11 July 2024)
Standards & Outcomes Committee

Michael Rebeiro
Chair of Board of Trustees
Finance & Risk Committee

Michelle Brissett
Finance & Risk Committee

Nicola Rayner
Standards & Outcomes Committee
(Chair of Committee)

Philip Green
(Resigned 5 November 2024)

Rachel Warwick
(Appointed 11 July 2024)
Finance & Risk Committee

Timothy Elwell-Sutton
Standards & Outcomes Committee

Special Advisors

Berry Leeder
(Appointed 11 July 2024)
Standards & Outcomes Committee

Sarah Powley
Finance & Risk Committee

Senior officers

Ian Soars
Chief Executive Officer

Lorraine White
Director of Services and Practice

Annelize Mynhardt
Deputy Chief Executive

Don Esson
Director of Partnerships and Development
(Resigned 25 November 2024)

Kate Roberts
Director of People and Culture
(Resigned 28 March 2025)

Ann-Marie Fisher
Director of Communications
and Digital Services
(from 1 March 2024)

Sarah James
Director of Fundraising
(Appointed 3 March 2025)

Karen Ortiz-Mcavoy
Head of Strategic Programmes &
Governance (Company Secretary)
Senior Leadership Team

Professional advisors for the year ended 31st March 2025

Investment managers
Rathbone Greenbank Investment Management
8 Finsbury Circus
London EC2M 7AZ

Bankers
Barclays Bank PLC
4 Waterside Way, Bedford Road,
Northamptonshire, NN4 7XD

Registered Office
Spurgeons
74 Wellingborough Road
Rushden
Northamptonshire, NN10 9TY

Company Registration Number: 03990460
Charity Registration Number: 1081182

Solicitors
Anthony Collins Solicitors LLP
134 Edmund Street,
Birmingham, B3 2ES

Independent auditor
HaysMac LLP
10 Queen Street Place,
London, EC4R 1AG

SPURGEONS

England & Wales - Charity number 1081182

Accounts

Spurgeons

Annual Report 2023-24



Company Number: 3990460

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.

Strategic report Welcome

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 6, 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). 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 crystalise 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.

Strategic report Our services and impact

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.

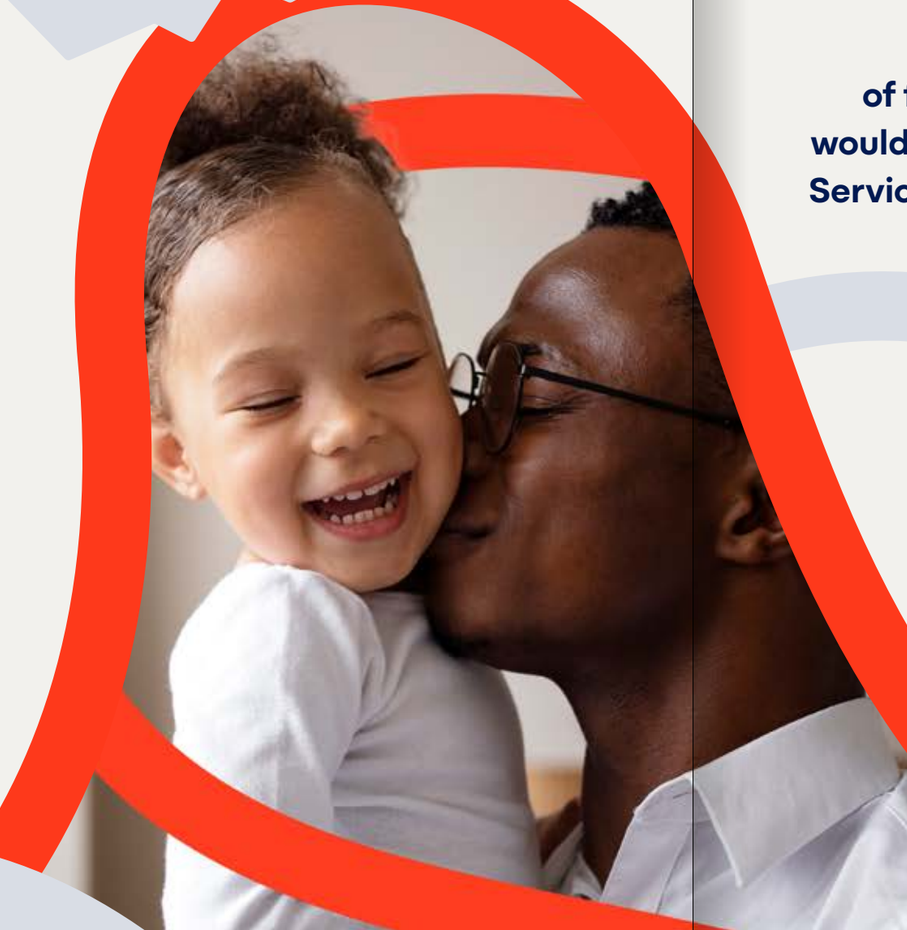
As Family Hubs, some children's centres now support children up to 19 years old (up to 25 years for those with SEND).



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

15,517 Targeted Play Group

4,970 Baby Group

3,099 Food, Nutrition & Health

2,320 Speech & Language

2,186 Education for Parents

1,700 SEND

1,282 Education for Children

936 Family Support Drop-in

691 Breast-feeding Support

567 Emotional Wellbeing

502 Parenting Skills

317 Domestic Violence

294 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.



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

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.

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.

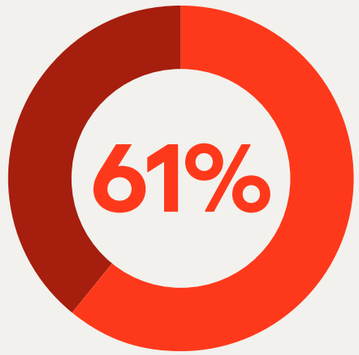


Client stories

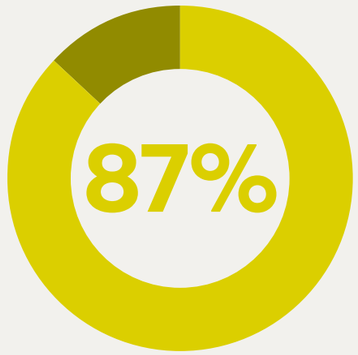
Thirteen-year-old Victoria struggled with a controlling family member, experiencing panic attacks and losing her sense of self. She disclosed thoughts of self-harm and suicide to her Spurgeons counsellor, Amelia. Through counselling, Amelia helped Victoria find her voice, build trust, and express her 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.

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.

Impact

12

dads supported in 2023-24

27

children supported

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

"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 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

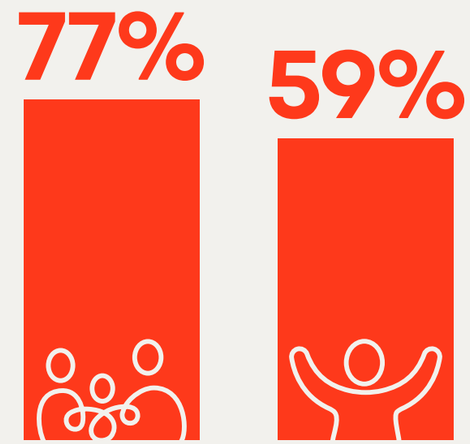
We support families with a wide range of requirements from people who need to access universal services to those higher up the 'Spectrum of Need' who would benefit from targeted support from multi-disciplinary teams.

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.

Impact

Outcomes



Improvement in Parenting Confidence

Improvement in Children's Behaviour

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."



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."

Impact

100%

of parents would recommend Spurgeons to family and friends.

4.9/5

Spurgeons rating for the quality of service from preschools.



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.

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	2023-24
Children	205	326
Adults	142	195
Families	543	558



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

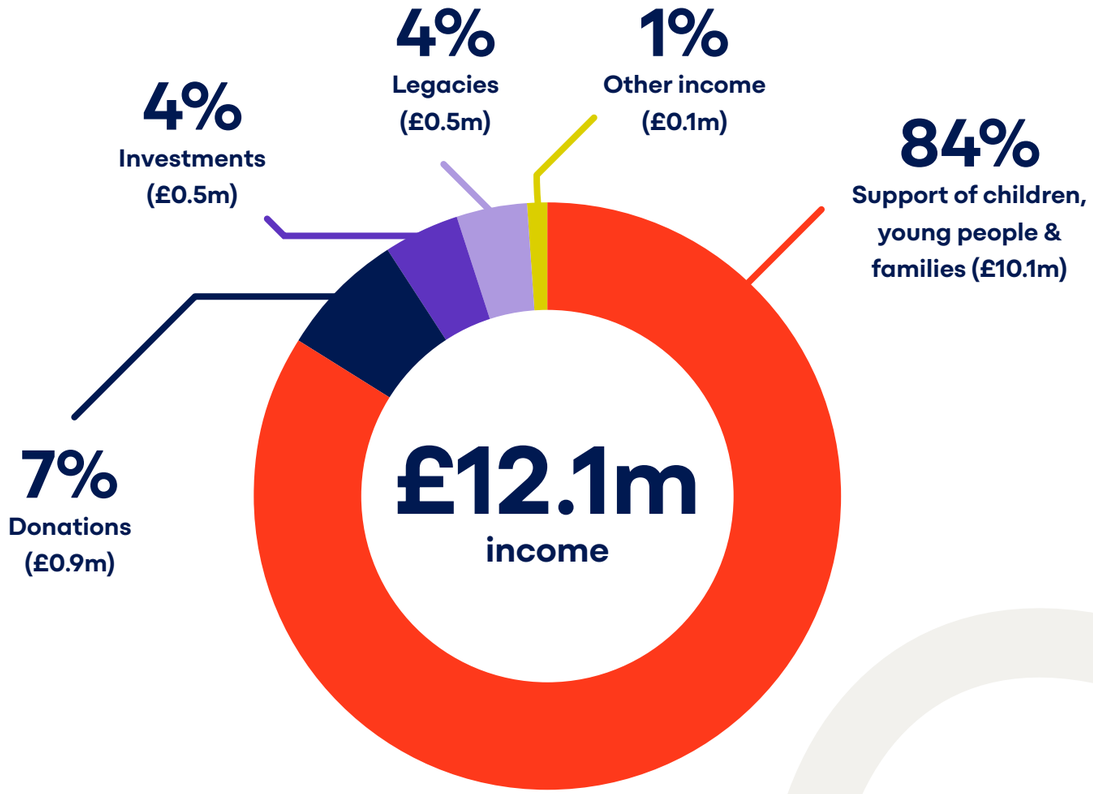
Aligned with the change and transformation signalled in our 2023-25 strategy, the financials also reflect a picture of continued transformation in both our commissioned and non-commissioned services. As reflected in our funds carried forward at 31 March 2024, the reduction in restricted funds doubled 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.

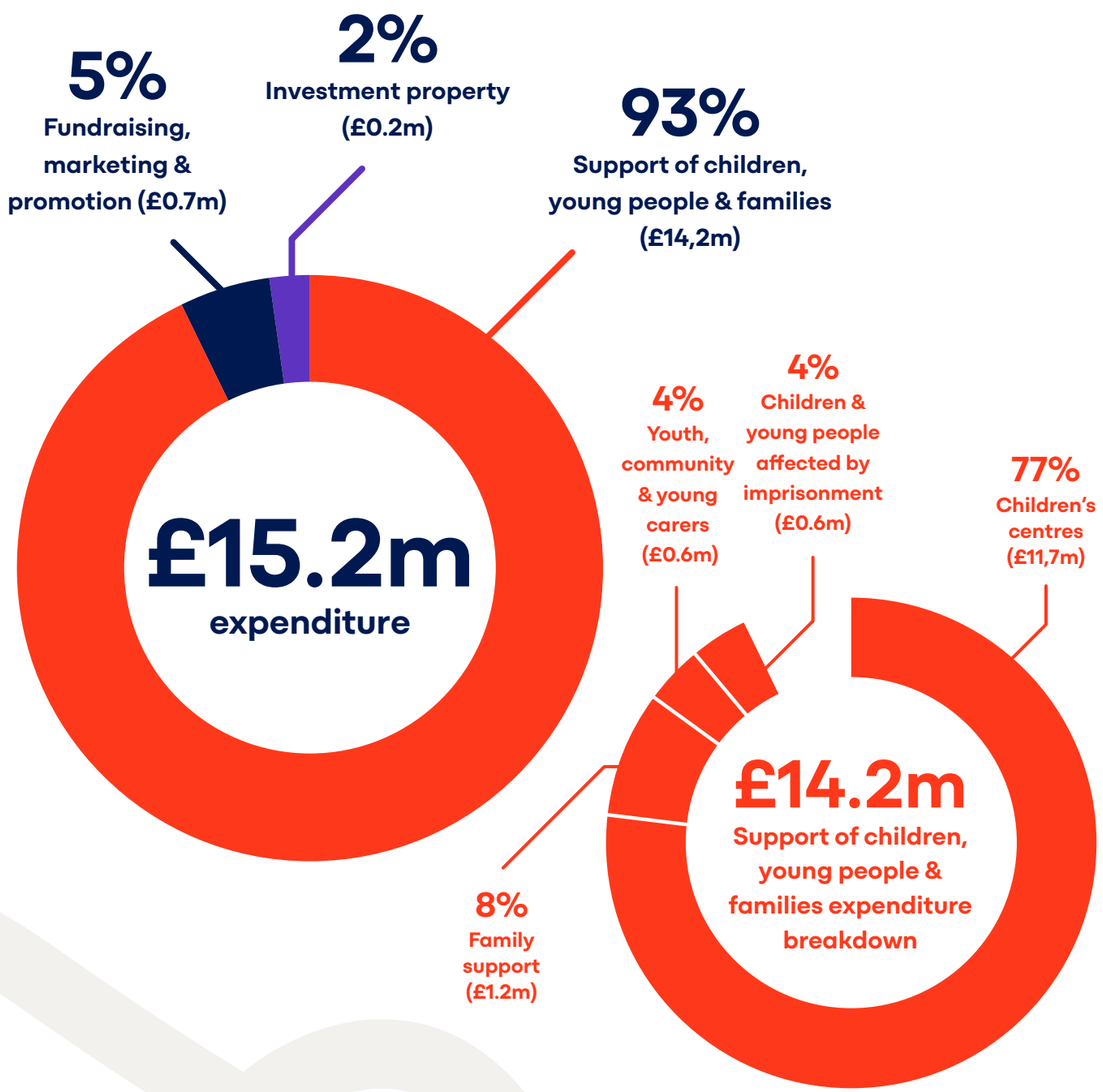
Our immediate aim in 2024-25 is to increase our unrestricted voluntary income to £1.5m, subsequently adding a 30% year-on-year growth to see voluntary income reach £5m in 2030. In addition, we want to see commissioned services income increase by £1m in 2025-26, followed by gradual growth, seeing an additional £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 27th 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 30th 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).

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

Valuation date
31/03/2024

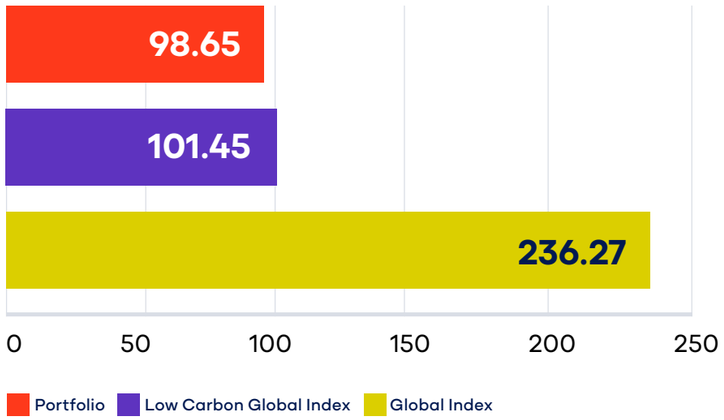
Value covered by carbon data (% total value)
83.86%

Portfolio carbon footprint
98.65

Global low carbon comparator index (tonnes per £1m revenue)
101.45 (-2.8%)

Global equity market comparator index (tonnes per £1m revenue)
236.27 (-58.2%)

Tonnes per £1m revenue



The weighted average carbon intensity method measures a portfolio's exposure to carbon-intensive companies based on CO2 emissions (Scope 1 and 2) per million pounds of sales, adjusted to each holding's weighting within a portfolio.

As of 31 March 2024, the Spurgeons' investment portfolio had a weighted average carbon intensity of 98.7 Tonnes of CO_2 eq/£m sales. This is 58% lower than an unconstrained global equity comparator index (236.3 CO_2 eq/£m sales) and 2.8% lower than a global low carbon comparator index (CO_2 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.

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 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.

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.

Strategic report Fundraising and income generation

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.	• Continued monitoring of spend and income against long term financial plans to achieve balanced budget approach. • Increasing efficacy in our commissioned services contracts, ensuring the same quality delivery at a lower cost, given the fixed income local authority budgets. • Robust strategies to focus on commissioned services growth. • We value our partnerships and work closely with Commissioners and partners to ensure we deliver the highest quality of services to children and families.

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.	• 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. • Our Standards & Outcomes Committee reviews and scrutinises the Safeguarding and Health & Safety performance across all sites every quarter. • We engage in peer review of safeguarding incidents and learning reviews where appropriate. • Head of Practice Development supports safeguarding good practice across projects and services. • We work with professional external Health & Safety consultants to ensure accuracy in our processes, procedures and policies and that all sites meet the required Health & Safety standards.
Strategic drift.	• Our strategy is underwritten by a clear business plan, segmented, and linked to each accountable department. • Progress against the business plan is reported quarterly to Trustees. • 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. • We are focused on achieving greater efficacies in our structure, ensuring sustainability and alignment to longer-term strategy. • Actively scanning the external landscape monitoring the factors that might impact the delivery of our strategy.

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.	• Design and implementation of efficiencies in our operational delivery models and ways of working. • We have implemented staff development programs with internal promotion opportunities and enhanced training opportunities. • We developed contingency plans for business continuity. • We continue to review flexible working opportunities and staff wellbeing packages. • Ongoing pay and rewards reviews to ensure pay and rewards are competitive.
Unsatisfactory voluntary fundraising returns compared to our targets.	• Robust financial strategy to monitor our non-commissioned services growth. • We develop robust channels to diversify our income, including realistic KPI's to measure progress and adapt with agility where required. • We focus on developing partnerships and networks that align to our strategy. • We continue to implement our new brand strategy with a clear USP. • We are reviewing our resource requirements and system infrastructure to ensure an effective supporter engagement and retention approach.

Key risk summary (continued)

Risk	Mitigating actions
Failure to meet compliance, regulatory requirements, or good governance.	• We continue to focus on relevant, diversified talent in our Board of Trustees. • We are regularly reviewing committee terms of references, sub-committee structures required as well as related skills and roles. • We benchmark our internal processes against Regulatory requirements.
Financial loss and data integrity from cybercrime.	• We regularly review the relevance of our IT systems, controls and firewalls and implement updates where required. • We continue to research and implement initiatives to ensure data security. • We hold Cyber Essentials Accreditation. • We engage in mandatory GDPR and data protection training.

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.

Strategic report Our commitment to good governance

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/renumeration 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

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

- 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. 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

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

- The results relate to continuing activities. Included within the restricted funds column are endowment funds with a balance as at 31st 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 £000s	2023 £000s
Fixed assets			
Tangible fixed assets	7	**374**	381
Intangible fixed assets	8	**73**	101
Investments	9	**14,586**	11,202
Total fixed assets		**15,033**	**11,684**
Current assets			
Stock		**-**	-
Debtors	10	**840**	763
Property held for resale	12	**-**	715
Cash at bank and in hand		**4,314**	9,004
Total current assets		**5,154**	**10,482**
Liabilities			
Creditors: Amounts falling due within one year	11	**(1,849)**	(1,233)
Net current assets		**3,305**	9,249
Total net assets		**18,338**	**20,933**
The funds of the charity			
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
Total restricted funds		**7,093**	8,519
- Designated funds **	13(a)	**8,404**	8,429
- General funds ***	13(a)	**2,841**	3,985
Total unrestricted funds		**11,245**	12,414
Total funds		**18,338**	**20,933**

* 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
Cash flows from operating activities	(a)	**(3.071)**	(1,554)
Cash flows from investing activities:			
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)
Net cash used in investing activities		**(1,619)**	4,637
Change in cash and cash equivalents in the year		**(4,690)**	3,083
Cash and cash equivalents at beginning of year		**9,004**	5,921
Cash and cash equivalents at the end of the year	(b)	**4,314**	**9,004**

a) Cash flows from operating activities

	Notes	2024 £000's	2023 £000's
Net cash (used in) provided by operating activities			
Net income		**(2,595)**	(1,926)
Adjustments for:			
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
Net cash (used in) operating activities		**(3,071)**	**(1,554)**

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**
Total	**9,004**	**(4,690)**	**-**	**4,314**

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 1January 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
Statutory sector:				
Local authorities	-	8,735	**8,735**	9,568
NOMS *	-	162	**162**	503
Total	**734**	**9,362**	**10,096**	**10,635**

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
Statutory sector:				
Local authorities	721	8,847	**9,568**	9,459
NOMS *		503	**503**	862
Total	**1,089**	**9,546**	**10,635**	**10,973**

* 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
Type of project:				
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**	-
Total	**2,722**	**11,495**	**14,217**	**13,707**

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
Type of project:				
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
Total	**2,566**	**11,141**	**13,707**	**13,074**

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
Expenditure on raising funds:				
Fundraising, marketing & promotion	492	-	256	**748**
Investment property costs	-	-	249	**249**
Charitable expenditure:				
Project costs	11,400	38	2,779	**14,217**
Total	**11,892**	**38**	**3,284**	**15,214**

Total expenditure year ended 31 March 2023

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

Net movement in funds

	2024 £000's	2023 £000's
The net movement in funds is stated after charging:		
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
Total	**3,311**	**2,472**

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
Total	**60**	**157**

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
Total	**11,892**	**10,746**

Employee emoluments over £60,000

	2024 Number	2023 Number
EMPLOYEES CONTINUING IN SERVICE:		
£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
Total	**300**	**290**
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
Cost/valuation:				
At 1 April 2023	168	185	300	653
Additions	3	-	-	3
Disposals	(3)	-	-	(3)
As at 31 March 2024	**168**	**185**	**300**	**653**
Accumulated depreciation:				
At 1 April 2023	165	101	6	272
Charge for the year	1	4	5	10
Disposals	(3)	-	-	(3)
As at 31 March 2024	**163**	**105**	**11**	**279**
Net book value:				
As at 31 March 2024	**5**	**80**	**289**	**374**
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
Cost:	
At 1 April 2023	219
Disposals	(9)
As at 31 March 2024	**210**
Accumulated depreciation:	
At 1 April 2023	118
Charge for the year	28
Disposals	(9)
As at 31 March 2024	**137**
Net book value:	
As at 31 March 2024	**73**
As at 1 April 2023	101

9 Fixed assets investments

	2024 £000's	2023 £000's
Analysis of investments by class:		
UK Common investment funds	**7,846**	4,832
Investment properties	**6,740**	6,370
Total investments	**14,586**	**11,202**
Movement in market value of investments:		
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)
Market value as at 31 March 2024	**14,586**	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 31st 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
Total	**840**	**763**

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
Total	**1,849**	**1,233**

12 Investments : Held for sale

	2024 £000's	2023 £000's
Investment property	**-**	2,550
Total	**-**	2,550

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
Restricted funds:						
Foundation trust						
Permanent endowment	511	-	-	-	-	**511**
UK projects	3,273	9,863	(11,507)	-	218	**1,847**
D. J. Thomas	4,735		-	-	-	**4,735**
Total restricted	**8,519**	**9,863**	**(11,507)**	**-**	**218**	**7,093**
Unrestricted funds:						
Designated funds						
Strategic Investment Fund	2,614	-	-	-	-	**2,614**
Property investment fund	2,365	-	-	-	-	**2,365**
Service development fund	3,450	-	-	-	(25)	**3,425**
Total	**8,429**	**-**	**-**	**-**	**(25)**	**8,404**
General funds:						
General funds	3,985	2,231	(3,707)	525	(193)	**2,841**
Total unrestricted	12,414	2,231	(3,707)	525	(218)	**11,245**
Total funds	**20,933**	**12,094**	**(15,214)**	**525**	**-**	**18,338**

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
Restricted funds:						
Foundation trust						
Permanent endowment	88	-	-	-	423	**511**
Acquisition of DL Moody permanent endowment	423	-	-	-	(423)	**-**
UK projects	3,969	10,414	(11,141)		31	**3,273**
D. J. Thomas	4,735	-	-	-		**4,735**
Acquisition of Fegans	31	-	-	-	(31)	**-**
Total Restricted	**9,246**	**10,414**	**(11,141)**	**-**	**-**	**8,519**
Unrestricted funds:						
Designated funds						
Central office development fund	2,614	-	-	-	-	**2,614**
Property investment fund	2,180	-	-	185	-	**2,365**
Service development fund	3,700	-	-	-	(250)	**3,450**
Total	**8,494**	**-**	**-**	**185**	**(250)**	**8,429**
General funds:						
General funds	5,119	2,049	(3,166)	(267)	250	**3,985**
Total unrestricted	13,613	2,049	(3,166)	(82)	-	**12,414**
Total funds	**22,859**	**12,463**	**(14,307)**	**(82)**	**-**	**20,933**

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 receoverable 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**
Total	**286**	**73**	**14,188**	**3,280**	**17,827**
Foundation trust					
Permanent endowment	88	-	398	25	**511**
Total	**374**	**73**	**14,586**	**3,305**	**18,338**

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**
Total	**293**	**101**	**10,779**	**9,249**	**20,422**
Foundation trust - Permanent endowment	88		423		**511**
Total	**381**	**101**	**11,202**	**9,249**	**20,933**

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
Minimum rentals falling due:				
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	-
Total	**110**	**70**	**172**	**31**

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
Minimum rentals receivable within:				
Not later than one year	**1**	**13**	26	33
Later than one year, not later than 5 years	**150**	**-**	100	48
Total	**151**	**13**	**126**	**81**

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 & 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 & Risk Committee

Nicola Rayner
Standards & Outcomes Committee

Philip Green
Standards & 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 & 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 31st March 2024

Investment managers
Rathbone Greenbank Investment Management
8 Finsbury Circus
London EC2M 7AZ

Financial advisers
Crowe Financial Planning UK Limited
55 Ludgate Hill,
London. EC4M 7JW

Bankers
Barclays Bank PLC
4 Waterside Way, Bedford Road,
Northamptonshire, NN4 7XD

Lloyds Bank PLC
82 Mount Pleasant Road,
Tunbridge Wells TN1 1RP

Property managers
Goodsir Commercial
9-10 Domingo Street,
London, EC1Y 0TA

Solicitors
Anthony Collins Solicitors LLP
134 Edmund Street,
Birmingham, B3 2ES

Wilson 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 9TY

Registered Charity Number: 1081182
Company Number: 3990460

SPURGEONS

England & Wales - Charity number 1081182

Accounts

Spurgeons

ANNUAL REPORT
2022 - 2023

Company No. 3990460
Charity No. 1081182



TOGETHER
WITH FAMILIES

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WELCOME

When renowned Baptist preacher Charles Haddon Spurgeon founded this precious charity over 150 years ago, his heart was for all children to flourish regardless of their background. To this day, we continue this vision of transformation and support by establishing Family Hubs where we are needed most. We partner with local councils, churches and communities to care for every family, putting children and young people first in everything we do.

I am new in post, taking over from interim Chair of the Board, Sarah Powley, in October 2022 and I would like to thank Sarah for her excellent job of keeping a steady ship through a time of exceptional change. There have been new members join the Senior Leadership team and the Board, amidst the backdrop of a cost-of-living crisis and significant funding cuts to services, yet by God's grace, we have managed to navigate these internal and external fluxes with impressive commitment and agility whilst continuing to support over 30,000 children in need.

Spurgeons' colleagues have embedded the new strategy of delivering Family Hubs through a comprehensive, holistic business plan across the entire organisation, ensuring that each of our 534 colleagues and volunteers have a part to play in the care of children and families in need. Our recent rebrand successfully reflects this new strategic direction, along with the energy of the executive team and our more diverse services resulting from the acquisition of Fegans charity in July 2021. This fresh new look and feel to Spurgeons positions us as a charity that works with the entire family, providing care that meets their unique needs and will help us diversify our income to meet the needs of even more children and families in years to come.

Spurgeons has a big year ahead with several local authority contracts being retendered; however, with our central and family practitioner teams continuing to work in unity towards a shared purpose, living out our values of being compassionate, fair, and committed, we are confident of the future of Spurgeons. We are undertaking a financial review to



maximise the charity's assets, whilst also augmenting our fundraising team, increasing our digital well-being support, and establishing more community partners to help us meet the ever-increasing need for family well-being support in the UK. I am immensely proud of serving a Christian charity connecting local government and the faith sector to undertake complex work with vulnerable families and believe we can make a real difference to the lives of many more in need.

I would also like to give thanks for all the work that this report reflects and express my gratitude for the colleagues, volunteers, supporters and partners that have helped us and who share our belief and hope in the transformation we can all bring when we work together. Lastly, and most importantly, I want to give thanks for the co-operation and perseverance of the children, young people and families we have the privilege of working alongside; your courage in the face of adversity never fails to inspire me to work harder to serve this impactful charity.

God bless,

MIKE REBEIRO

Chair of Spurgeons Board of Trustees

STRATEGIC REPORT

OUR MISSION

Our mission

Together, we create Family Hubs where we're needed most, with counselling, early years andfamily support. We partner with local councils, churches and communities to care for every family, putting children and young people first in everything we do.

Our charitable objects

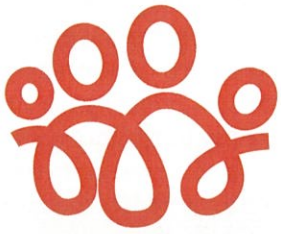
To advance in life and help children and young people, their families and carers, who need care and protection, in particular but not exclusively, by the provision of education, support services, social care, maintenance, vocational training and financial assistance.

Our values and behaviours



compassionate **fair** **committed**

To act justly (fairness) and to love mercy (compassion) and to walk humbly with your God (commitment)." - Micah 6:8



- Put children and young people first in everything.
- Respect and value every individual.
- Listen to understand, without judging.
- Be open and honest, with kindness.
- Persevere to be our absolute best and do whatwe say we will do.
- Bring out the best in each other as we work together for the right result.

Our vision

Spurgeons transforms the nation, one child at a time by ensuring every family has the support needed to flourish.

Who we are here to serve

Children and young people (0-18, or 25 for those in Care or SEND) with an aim to reach across the four nations of the UK. For over 150 years Spurgeons has committed to enabling every child to fulfil their full potential even when life's challenges become overwhelming. Families and carers – Spurgeons empowers families to become self-sustaining through family support, parenting and SEND provision so that every child has a safe environment in which to flourish.

The trustees confirm that they have referred to the Charity Commission public benefit guidance in compiling this report, and that what Spurgeons does contributes to its charitable objects in this regard.

CEO UPDATE

Last year was my first full year as CEO following Spurgeons' acquisition of Fegans. Working closely with the Trustees we have spent the last year developing and rolling out our Family Hub strategy and recruiting a senior team to lead it. Much of the care that Spurgeons provides for families is delivered through our Local Authority Commissioned Children's Centres, but increasingly we are reaching many families where they are in the community, in churches, prisons, schools or reached through our counsellors working in GP practices.



At the heart of Spurgeons is the ability to meet the needs of families wherever they are, with whatever they need; a self-harming teenager, a family torn apart by imprisonment, a mum suffering from domestic abuse or a child with suicidal ideation. We want to be there for all families in need and turn no one away. Our strategy is to partner with churches of all denominations to equip and support them to meet the needs of families, so that every community has the chance to receive the care needed to flourish. We do this with safeguarding and quality as our upmost priority. We leverage the expertise of our commissioned contracts and partner with statutory partners and other charities wherever possible to ensure children and families receive the most holistic care possible.

To facilitate this approach, we have spent the last year crystallising the strategy into a publicly available document, and developing a new brand and new website to accurately reflect it, as well as establishing a new senior leadership team to write and implement the business plan needed to deliver the strategy effectively over the coming two years. We have also reviewed and streamlined our policies, improving our safeguarding processes and procedures to better equip us to partner with local communities.

We are currently building relationships with senior church figures, local authority commissioners and Directors of Service to establish a common understanding of how we may partner together to care for communities facing complex adversities. The new Family Hub strategy does not replace the work we currently do, but, rather, draws it together, providing our many services a common theme of accessible, holistic care for families. To that end our focus for the coming year is to:

- Consolidate the new strategy into our communication, culture and growth plans
- Re-win our current contracts and secure new to help us serve more families
- Develop and establish our church Family Hub model ready for wider rollout
- Continue to augment our operations to enable continued agility in a changing environment.

Underpinning this strategy is further development of our digital delivery. We have qualified counsellors and trained parenting practitioners providing 1-1 support via Teams to children and parents in distress. Spurgeons are producing OCN-accredited online training programs to equip local communities with our expertise. We currently deliver free, accessible digital courses covering a range of topics, from separated parenting through to disordered eating, and have plans to create many more as we listen to the needs of local communities and what they would find most helpful.

IAN SOARS

Chief Executive Officer

IMPACT REPORT



OUR FUTURE PLANS

Over the last year we have established a wider leadership team (SLT) and rebranded and released our strategy for the coming season. All of these were coordinated to a single purpose of being able to focus the organisation on delivering our promise of transforming this nation one child at a time.

The coming year embeds these different aspects to enable Spurgeons to move forward effectively in a very changeable environment. Some of our contracts are ending, with a view to being retendered for throughout financial year 2023-24. We remain hopeful of the positive outcomes of these processes but at the same time are focusing on delivering Family Hubs in ways that are not dependent on statutory support. We do this because of local authorities' decreased ability to fully fund the extensive support that some children and families need, as well as the increasingly few alternatives for families to turn to.

Spurgeons are significantly investing in our fundraising, communications and digital capability, allowing us to reach more families, particularly those unable to contribute financially

To enable this, we are significantly investing in our fundraising, communications and digital capability, allowing us to reach more families, particularly those unable to pay for services. We are increasing our church engagement with a view to announcing partnerships with churches of all denominations.

Over the coming season we intend to harness the competence, reach and resources of the local church in partnership with the responsibilities and governance requirements of the state to grow our capacity to respond to those in need. To achieve this, our strategic goals for 2023-26 are

Raise our profile to be known as specialist, faith motivated provider of high-quality delivery and practice to children and families.

Work with the state and church in partnership, we deliver expert and locally integrated Family Hubs.

Develop our financial sustainability Diversify our voluntary and statutory income base.

Empower our people Be a place of inclusivity and welcome, inspiring colleagues to serve children and families to their full potential.

Inspiring excellence in operations Integrate our ways of working.

Combining these gives us great confidence that we are ready and equipped to face our sector's challenges whilst at the same time increasing our capacity to see every family who needs our support, wherever they live and regardless of their capacity to contribute.



OUR SERVICES

CHILDREN'S CENTRES

now known as 'Family Hubs'

Early years, health and well-being

Evidence-informed programmes and interventions aimed at reducing health inequalities and promoting safe, happy, healthy lifestyles.

Birmingham, Wiltshire

Preschools

School or church-based pre-schools with on-site therapeutic and family support predominantly located in areas of intense need offering holistic family care.

Nationwide

YOUNG CARERS

Young Carers

Providing case work, group work, respite, residential trips, transition support for children and young people and awareness raising amongst professionals.

Birmingham, Wolverhampton

FAMILY SUPPORT

Domestic abuse care and recovery

Providing support and evidence informed interventions for children and adults affected by domestic abuse and training for professionals.

Nationwide

DAD.info and social media

DAD.info celebrates the role of dads with helpful resources and content for dads to build strong and healthy relationships with their children. We have a community of active and involved dads in our moderated forum, providing peer-to-peer support.

Online

Counselling

Support for children, young people, parents and carers provided through one-to-one counselling either face to face or remotely with qualified and experienced psychotherapists.

Nationwide

Parenting advice and support

Supporting children's social, emotional and intellectual well-being, with additional support for families and children with special educational needs.

Birmingham, Elmbridge, Wiltshire. Kent, East Sussex and West Sussex

CHILDREN & YOUNG PEOPLE AFFECTED BY IMPRISONMENT

Prisoner family support

Supporting families to maintain contact, preparing families for release and reintegration, prevention of inter-generational criminality.

Winchester, Feltham

OUR IMPACT

Spurgeons is a national charity and during 2022/23 we have helped **30,500** **families, children, young people and adults*** and two million people heard our voice through online, media and other streams outside our physical services. We deliver services in a post-pandemic landscape where children have missed out on opportunities to flourish and the cost of living crisis now impacts our most vulnerable families even more.

* this does not include services closed during the year.

98%
of service users In 2022-23 would recommend us to friends and family.

In 2022-23 children in our pre-schools made progress so that 60% were school ready compared to 60% being behind when they started with us.

Our visitor centre at HMP Winchester had 4,810 adults and 939 children come through the doors in 2022-23 and we had 136 men and families attending our family days where 80 children were able to enjoy time together with their dads including having a family meal.

We saw **5,160 two-year-olds** in Birmingham completing their early years review; this is more than **92% of two-year-olds** in our Birmingham communities.

We delivered 149 loving baby-bundles giving families clothes and essentials for their newborn babies.

2 million people heard our voice online through digital offerings and forums.

70%
of our 500 referrals for young carers services come from social care and schools. In Birmingham alone, we work with 780 young carers.

Ensuring our teams are well trained to support children and families is critical and 81% of colleagues said in the last year they had opportunities to learn and grow.

We are currently working intensively with **220 prisoners** to improve relationships with their families and children.

95%+
of families accessing our services tell us that things have improved from working with us.

98%
of our colleagues are proud to work for Spurgeons.

"The nursery has been fantastic from the moment Olivia started, despite her difficulties. Olivia has really developed and made lots of improvements in her learning and physical skills. Buttons ABC team have been amazing."

100%
of children say they made progress when being supported by our services and 86% have made headway with their feelings and behaviour.

We worked to safeguard
694 children
keeping them safe from domestic abuse, neglect and the effects of poor mental health.

97%
of families make progress across their lives when working alongside us and 63% of families have improved well-being.

"The Ofsted inspector was really interested in our joint working and felt that we had enabled families to access support that they might have previously been reluctant to engage in."

CLIENT STORIES

"Prison can be a very dark and horrible and lonely place. And then you've got someone like Spurgeons. It's like an angel comes out of nowhere and just literally picks you up and puts you with your family and takes you out of that dark place. Even if it's just for one hour, two hours at a time. It just gives you a chance to recharge your batteries and focus on what is important."

"I have more understanding [of] my child's needs and how to understand him better when he is feeling angry than before, thanks to parenting [team]."



"The face-to-face counselling this year [has] been great. They have supported a bereaved child incredibly intuitively enabling her to fully access the curriculum once again. As a school we feel we have benefitted greatly."





"I was welcomed into the children's centre. Everyone was friendly and supportive, [and] really helped to ease my anxiety. I felt comfortable to listen and take onboard what was being discussed. My child was happy in another room and away from me [Five to Thrive childcare group]. This is the first time he has been left and I am pleased he settled well in a room and away from me [Five to Thrive childcare group]."

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

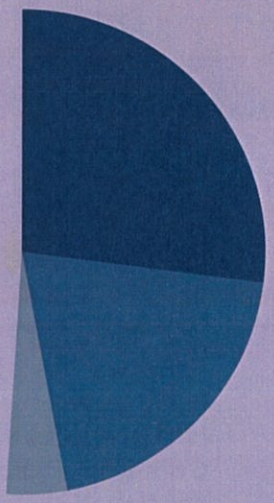
On **31 March 2023** Spurgeons employed a total of

418

employees (*429 in 2022-21*). This year-on-year reduction is due to Spurgeons no longer operating a number of the prison contracts.

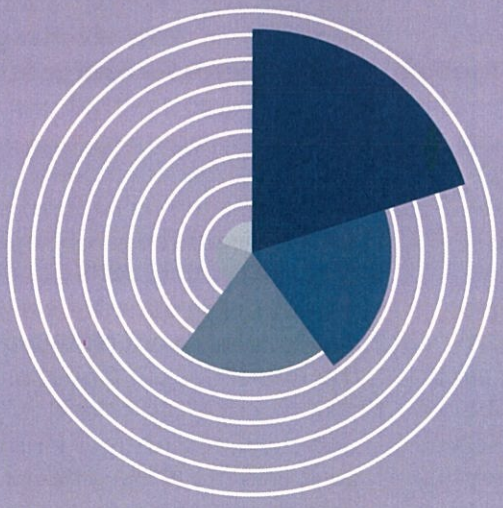
97%

say their work gives them a sense of purpose.



The nature of our work and the sector we work in, as well as our colleagues' personal circumstances, means that many of these colleagues work part-time (**26.8%**) or term time only (**19.5%**).

A further **3.7%** of the workforce are on casual contracts. This means that half of our workforce (**50%**) work full-time, which is slightly higher than last year.



92.5% of our workforce stated their gender as female, **58%** declared their ethnicity as White and **50%** cited their religion as Christian. However 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 **15%** Asian/ Asian British and **13%** Muslims.

Existing data at time of publishing

VOLUNTEERS

Volunteers are an essential and important part of our workforce. As of 31 March 2023 we had **116 volunteers** across our services supporting our work with children, families and vulnerable adults. Over the coming two years we intend to review further the role that 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.



OUR VALUES, LEARNING, INCLUSION AND ENGAGEMENT

Building on the work in 2021 to launch our refreshed values and integrate Fegans and Spurgeons as one organisation, all colleagues had a values objective in 2022, focusing on our six core behaviours. In addition we launched an ethos and values workshop for all new starters to help embed these from day one and encouraged teams to use a values team agreement for how they work together.

We have continued to develop a learning culture across the organisation with a focus on learning on the job and learning from each other, rather than just formal learning. This has included widening access for all colleagues to the Community Care Inform platform and continued development of our Communities of Practice. Our Mental Health community of practice has been instrumental in collating cost of living resources that have been shared across the organisation via our learning platform to support both colleagues and service users during this challenging year. We also launched the Spurgeons Savings platform enabling colleagues to get discounts from a range of retailers. In terms of formal training we have increased the number of managers with Mental Health First Aid training and continue to upskill our managers with managing people well and appraisal training; these have also now been rolled out to those managers that joined us from Fegans.

We asked colleagues for their views during January and February 2023 and received 260 responses, equal to **63%** of our workforce. Results have improved since the last full survey in 2020, which, given the level of organisational and external change, is very positive, with **98% of colleagues proud to work for Spurgeons.** It is pleasing to see that areas of most notable improvement are where we have been focusing, such as supporting colleagues through change and uncertainty (**89%** overall agree), being conscious of the values in my work (**98%**), seeing the impact of our Christian ethos on the organisation (**86%**) and my line manager helps and supports me (**97%**). **81%** have had opportunities to learn and grow in the last 12 months.

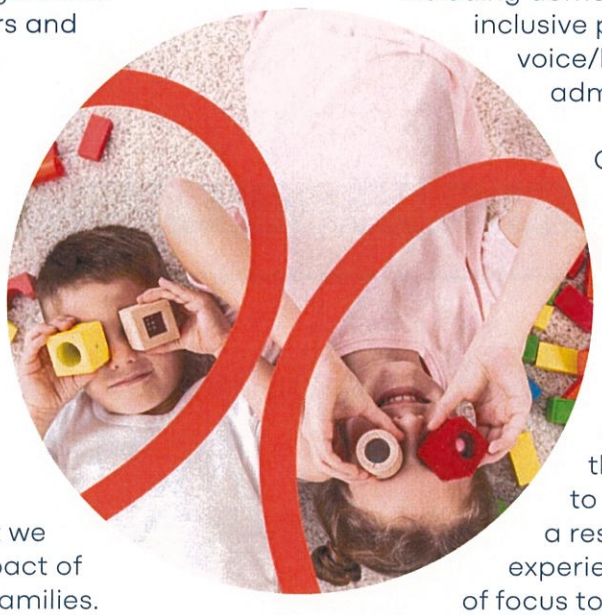
Colleague voice remains an integral part of our culture and in 2022 we engaged a new

specialist Diversity, Equity and Inclusion partner. The first step has been to run three webinars with our colleagues in March to educate, gather feedback and develop personal ownership on how together we create a culture of inclusion. In April we will be undertaking leadership training enabling all leaders to weave a focus on inclusion into their objectives and day-to-day activities.

Ensuring our workforce is kept up to date with developments and provided information in an appropriate and timely way is an important element of engaging our employees. One of our key channels for ensuring this is our monthly newsletter called *Together* that goes out to all employees and contains information, reminders, requests and good news stories. This often includes a direct message from the CEO which is also supplemented by CEO emails and video updates. We have continued with our CEO face-to-face live update every other month via Microsoft Teams that is also recorded and attended by other senior managers. Messages that are relevant only to particular teams or individuals are managed through different channels.

PRACTICE DEVELOPMENT

Over the last year we have continued to focus on developing quality of practice with a formative mindset, building on strengths and empowering staff members and teams. We have continued to monitor and accurately evaluate the effectiveness of our services and to act on findings using feedback from service users, commissioners and colleagues as part of monitoring and evaluation. We have developed a Practice Handbook encompassing all we do to set the bar high in terms of practice standards and ensure that we remain focused on the impact of all we do for children and families.



We have continued to develop our Team Around the Child/Resident and Family (TAC/TARF) audit. This is a collaborative 'live audit' that includes all members of teams who have worked with the child(ren)/ family/ resident and those who have had management oversight of the case. These audits have been incredibly valuable for opening up reflections and discussions on practice.

In addition, as part of developing a learning culture of reflective practice, we have continued to develop Communities of Practice on areas including domestic abuse, mental health/ inclusive practice, the child's voice/lived experience, and administration.

Communities of Practice enables practitioners in all roles, and subject specialists, from across the organisation to take collective responsibility for managing the knowledge they need, recognising that given the right framework, they are in the best position to do this. Members have a responsibility to bring their experience, research, and areas of focus to each session and to drive any learning back into their areas of work to ensure that the cycle of learning continues.

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 collectively responsibility of keeping children safe.

OUR FINANCIALS



AN OVERVIEW OF OUR FINANCIAL PERFORMANCE

Advantages in the property market, investment gains and increased unrestricted income from the acquisition of Fegans saw financial year 2021-22 end with an increase in total funds of £2.5m. By contrast, in 2022-23 we contended with inflation, subsequent cost of living increases; high employment cost increases linked to the National Joint Council for Local Government services pay reviews, as well as minor investment losses. This, along with purposed growth and diversification aligned with the strategy, resulted in a decrease of funds of £1.9m.

Our financials continue to reflect stability through our large government-funded contracts, contributing 76% of the annual turnover in 2022-23. Most of these contracts will reach end of term in 2024. We are in the process of retendering for these contracts, but to ensure sufficient liquidity, we kept £2.5m from the sale of properties and £1.6m from our investment funds in cash to mitigate potential cash-flow risks during this uncertain period, especially given our growth strategy. We have since reinvested £1.6m cash in short-term treasury bills to capitalise on strong interest rate returns.

We transitioned our stocks and shares portfolio from Epworths to Rathbone Greenbank Investments in 2022. Rathbone Greenbank specialise in Ethical, Sustainable and Impact investment management and our investment portfolio targets a return of CPI + 3% over the long term.

Despite unprecedented external economic factors, our financials continue to reflect stability and resilience with reserves positioned at £20.9m (*2021-22: £22.9m*). Similar to 2022-23, we anticipate further reduction in reserves as we continue to implement our growth strategy.

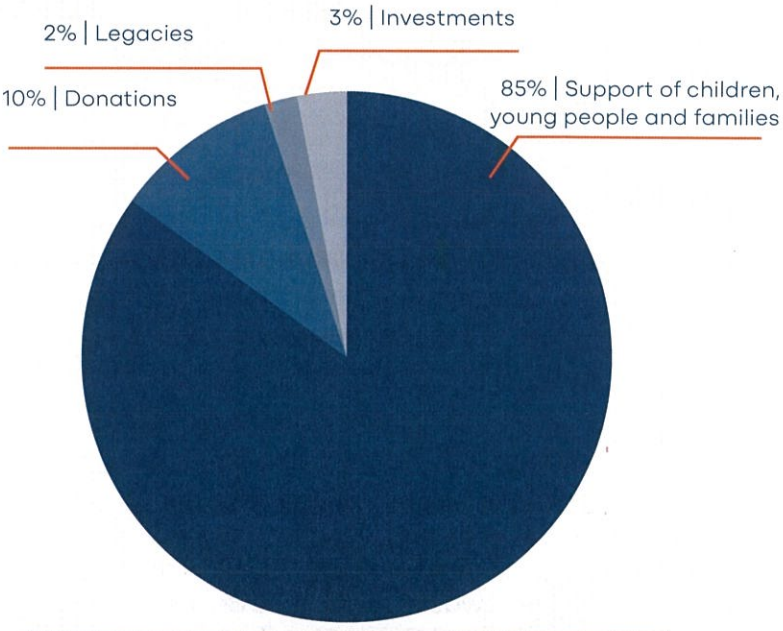
OUR INCOME RESULTS FOR 2022-23

In comparison to 2021-22, this financial year reflects a lower overall income of £12.5m (*2021-22: £14.2m*). This outcome is primarily due to higher one-off income received (£1.0m) from the acquisition of Fegans in the previous year.

We have reclassified a proportion of our unrestricted income to restricted, to more accurately reflect the terms governing our contracts, which means all income related to a contract is now reflected under one heading.

Income from donations (including legacies) accounted for £1.4m (*2021-22: £1.7m*) reflecting lower legacy income than last year. Income in support of children, young people and families amounted to £10.6m (*2021-22: £11m*), mainly due to lower income supporting children affected by imprisonment.

Higher interest income (£0.1m) in 2022-23, along with the reduction in dividends (£0.1m), reflects the higher liquidity cash flow strategies deployed in 2022 and the transition of our stocks and shares portfolio.



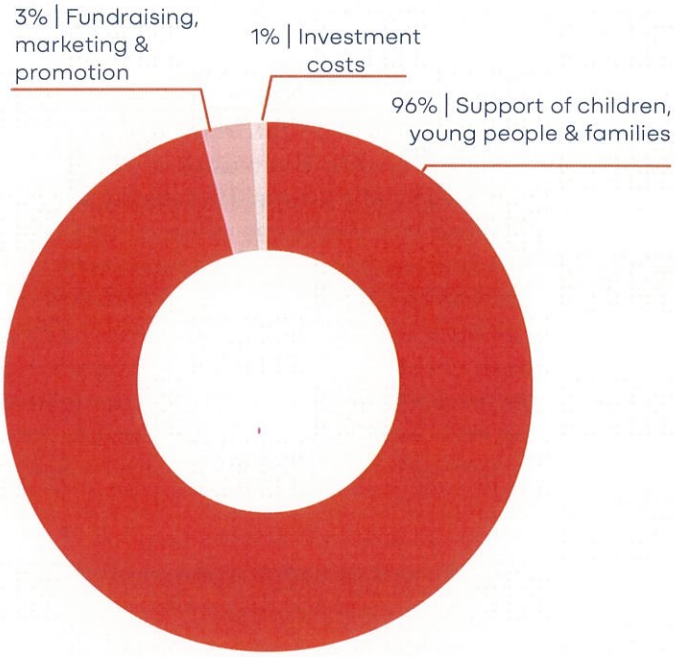
Donations	**£1.2m**
Legacies	**£0.2m**
Investments	**£0.5m**
Support of children, young people & families	**£10.6m**

OUR EXPENDITURE RESULTS FOR 2022-23

Financial year 2022-23 saw expenditure amount to £14.3m (*2021-22: £12.8m*). Activities to support children, young people and families accounted for 96% (£13.7m) of total expenditure, with fundraising and investment cost comprising the remaining 4% (£0.6m). Fundraising costs are expected to increase in 2023-24, in relation to fundraising income, as the strategy focuses on growth and diversification of income sources to fund a greater impact and influence in support of vulnerable families and children.

Our children's centre work accounts for 83% or £11.4m (*2021-22: £9.4m*) and our family support work is 5% or £0.7m (2021-22: £1m) of our total spend of £13.7m. Working with children and young people affected by imprisonment accounts for 8% or £1m (2021-22: £1.2m) and our youth, community and young carers work accounts for 4% or £0.6m of the total spend.

A notable portion of overall expenditure, £10.7m (*2021-22: £9.9m*), is attributed to employment costs, representing 75% of our total expenditure (*2021-22: 78%*), with most of this amount expended on personnel directly involved in delivering essential support services.



Fundraising, marketing, and promotion	**£0.5m**
Investments	**£0.1m**
Support of children, young people & families	**£13.7m**
Childrens centres	**£11.4m**
Family support	**£0.7m**
Children and young people affected by Imprisonment	**£1.0m**
Youth community and young carers	**£0.6m**

OUR RESERVES

Our reserves reduced by £2.0m to £20.9m (*2021-22: £22.9m*), reflecting the annual operational deficit of (£1.8m). Our investment focuses on augmenting fundraising, communication, and digital capabilities, alongside investment in our own initiatives to support children and families affected by imprisonment, enabling growth in vital services delivered to vulnerable children and families. Of our total funds, £8.5m (*2021-22: £9.2m*) were restricted or endowed.

The designated funds of £8.2m (*2021-22: £8.5m*) are those set aside by the Trustees for a particular purpose and comprise the Strategic Investment Fund £2.6m, the Service Development Fund £3.5m (*2021-22: £3.7m*) and the Property Investment Fund £2.2m (*2021-22: £2.2m*). The Central Office Development Fund was repositioned as the Strategic Investment Fund (£2.6m) in 2022-23 (*2021-22: £2.6m*). The Central Office Development Fund no longer served a feasible purpose, given the charity's decision to implement remote working from January 2023. General unrestricted funds were £4.2m (*2021-22: £5.1.m*).

The balance sheet and liquidity of the charity at year-end remain strong and positioned to mitigate the potential impact of contracts ending in financial year 2023-24.

ANNUAL NET ASSETS

As projected in the Annual Accounts for financial year 2021-22, the value of the net assets has reduced to £20.9m (2021-22: £22.9m) reflecting intentional budget deficits and investment to allow for growth in the vital services we deliver. However, Spurgeons remains strong as a 'going concern'.

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). Trustees review our investment policy annually, and investment performance every quarter.

Our investment managers are Rathbones Greenbank who specialise in ethical, sustainable and impact investment management. The Trustees also employed Crowe Financial Planning UK Ltd to support the transfer of funds from Epworths Investment Management Ltd to Rathbones Greenbank and to provide investment advice during the year.

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 Rathbones Greenbank, the Spurgeons' investment portfolio delivered a return of 3.9% net of fees.

The Charity's non-property investments generated an unrealised loss of £82k (*2021-22: £92k gain*) on year-end valuation. At 31 March 2023, the total decrease in the valuation of all investments (Note 9) was £371k for UK Common investment funds, compared to a total decrease of £62k in 2021-22. The value of these investments has decreased by a further £42k between 31 March and 31 May 2023.

Our portfolio performance can be compared to a peer group composite, the ARC Charity Steady Growth Index, which returned -0.4% over this time period.

The greater part of our investment value is held in a property portfolio, which is represented by assets that have been gifted to us over many years. The property values and strategy of directly holding and managing investment properties is reviewed annually by the Trustees. At the start of the year two properties were sold with proceeds of £2.5m.

The remaining property portfolio showed a revaluation increase of £0.1m (*2021-22: £0.9m*). 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.

The Trustees approved the sale of a further two investment properties with a combined sales value of £715,000 in 2022-23 and these properties were marketed with one being in the process of sale. Since we anticipate the sale of both properties imminently these properties will be reclassified from Fixed Asset Investments to Current Assets Held for Sale.

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 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.

During 2022-23, the designated fund held for the potential development of a Central Office, was repurposed as a strategic investment fund, designating funds for investment in strategic growth, following management and Trustees' decision to implement remote working contracts in January 2023. As of 31st March 2023, the value of the Strategic Investment Fund was £2.6m. The 2023-24 budget includes circa £0.4m cost earmarked as investment from the Strategic Investment Fund, alongside circa £0.5m property development cost, as we continue to invest in growth and focus on maximizing our assets in light of sustainable future activities.

We also had a designated Property Investment Fund that was established in 2016 to use the sums invested in property to provide income for charitable purposes. This fund was increased in 2020-21 to £1.7m and as of 31st March 2023 has a value of £2.2m, reflecting the unrealised gain on the underlying assets.

At the end of 2017, the Trustees agreed that a Service Development Fund of £1.5m of reserves should be designated to directly develop and enhance our work with vulnerable children and families. In the year to 31st March 2021 a further transfer of funds from the Property Investment Fund increased the balance of the Service Development Fund to £3.7m. The Service Development Fund has since seen a reduction of £0.2m in 2022-23 as these funds are being utilized to support vulnerable children and families, in line with our new strategy. We anticipate a further decrease in designated Service Development Funds as our strategic trajectory focuses on developing Church Family Hubs as well as our continued initiative of working with children and families affected by imprisonment.

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.

Based on the above assessment, the Trustees have estimated that the level of free reserves required to mitigate against the identifiable risks is approximately £2.1m (*2021-22: £1.8m*).

With the approval of the new strategy that will begin to be implemented in 2022-23, Trustees estimate that unrestricted deficits in the region of £2.5m are likely to be incurred over the next three years as we invest in the new strategy and establish new strands of work to support vulnerable children and families.

This gives an estimated total requirement for free reserves of £4.6m.

The level of free reserves is represented by the General Fund which, at year-end, totalled £4.2m (*2021-22: £5.1m*), representing approximately 13 weeks (*2021-22: 14 weeks*) of planned operating expenditure. Given the above factors, the Trustees anticipate that the current level of free reserves will be sufficient to cover the identifiable risks and expected future deficits.

GOING CONCERN

With ongoing tensions at play in the macro environment, energy costs, supply chain difficulties and inflation are all factors impacting charity viability in terms of sustainable finances to ensure charitable objectives are met. While Spurgeons' reserves are strong, we are mindful of the constraints we work in, as well as the disruptive macro-environmental trends.

As such, Spurgeons are investing in the ability to diversify income sources to augment sustainability over the long term as we look to broaden our vital services. The year ahead will see Spurgeons segment our fundraising into multiple income streams with a clear focus on key account management at every level. These segmented groups include church, corporate, major and mid-level donors. Our guiding principles for our fundraising will be relationally led whilst being informed to maximise our potential.

The Trustees have reviewed the balance of liquidity versus fixed assets, as well as a rolling two-year cashflow alongside the free reserves required to mitigate potential risk, and 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

Most of our income comes from contracts with the public sector. Funding from local government remains our main source of funding. Our strategy of engaging with state and church in delivering services will allow us cost efficiencies which, coupled with our focus on strong outcomes from our delivery, we believe will see our fundraising potential increase in 2023-24.

Voluntary income is vital to our identity as the UK's leading Christian family charity supporting vulnerable children and families who need our help, regardless of background or situation. Partnering with supporters and local communities is extremely important to us and we seek to grow in this area. Fundraising has been difficult due to the cost of living crisis, and 2021 and 2022 having been challenging periods for donation income.

In 2023, new appointments in our Head of fundraising, Philanthropy lead and research & engagement lead roles resulted in the specialism, and expertise required to underwrite the new fundraising strategy.

SPURGEONS' ACTIVITIES

Spurgeons' fundraising team is grateful for the opportunities to work with funders, churches, and communities who share our vision to care for children and families. Family Hubs are a key focus for us, and we appreciate the investment from Colyer Fergusson for a Family Hub in Whitstable. We're already seeing an impact as we counsel children and support families. Save the Children funded a parenting project in Margate with a focus on early years for families where English is an additional language, while Surrey Active Communities supported the Elmbridge School Holidays project. Kent County Council's Early Help and Reconnect funding supported parenting and counselling in key districts across Kent.

BBC Children in Need and Awards for All supported our work with young carers, providing respite and recreational activities and the Young Carers Festival project. The Behind the Walls and Beyond the Gates prison project supporting families was funded by Colyer Fergusson, and The Lewes Prison Art Project was made possible with funding from The Crucible Foundation. Invisible Walls received continued support from The National Lottery Community Fund and OPCC for Hampshire. Jerusalem Trust and Benefact invested in our journey to make our support available digitally, with the latter generously funding new digital resources for our Family Hubs.

We are journeying alongside the Cinnamon Network to create new scalable and replicable ways of growing our church and school Family Hubs model. This way of working will allow us to grow, at pace, using a low-cost model to partner with both state and church together and demanding a higher level of infrastructure from local churches.

We're thankful for the funders who supported Spurgeons' services in 2022-23 and look forward to sharing our new strategies, impact stories, and outcomes in the coming year.



APPEALS

We received positive responses from a wide range of supporters throughout the year, particularly in our direct mail appeals that highlighted different aspects of our work. Our Christmas campaign focused on supporting families dealing with additional needs and cost-of-living pressures in our Children's Centres, while our summer campaign highlighted our work in the West Midlands helping families who have fled domestic violence. Over Easter, we shared the work of our Young Carers team.

Our **12 Days of Christmas campaign** was a notable success, with over 1,500 people signing up to receive our email series of parenting tips to help families navigate Christmas on a tight budget and manage behavioral challenges and expectations.

FUNDRAISING REGULATOR

Spurgeons is registered with the fundraising regulator and adheres to the Code of Fundraising Practice in all our policies and procedures. We are committed to best practices and excellent donor care and regularly review our Donations Policy and Fundraising Promise, which are published on our website. Our Complaints Policy is available on our website and we received no complaints related to our fundraising activity in the year ending March 2023.

We prioritise the safety and responsible use of personal data and provide clear and transparent communication about how we use it. We offer individuals a choice in what they receive from us, through which channels, and how often. We also provide easy and clear ways for people to stop receiving communications from us. Our GDPR Policy, which is available on our website, is intended to ensure compliance with all personal data regulations.



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 are managing risks relevant to their remit. Their consideration is then reported to the full Board.

Summary of key risks for the charity are:

Risk	Mitigations
Reduction in income if rebidding for commissioned contracts is unsuccessful.	• **Review service delivery model to ensure cost effectiveness, efficiency and impact.** • **Work closely with commissioners and partners, ensuring we deliver the highest quality of services to children and families.** • **Ensure we are prepared and have the capacity to prioritise rebidding in the organisation.**
Failure to implement our new strategy comprehensively.	• **Developed a clear strategic road map (the organisational business plan). Designed an organisational scorecard of our key targets.** • **Aligned the organisational structure to support the strategy. Prepared a financial budget and forecast to support the strategy.** • **Set aside designated reserves and assets ready to fund the strategy.**
Breach of our safeguarding or Health & Safety standards and procedures putting the children and families we work with at risk.	• **Standards and Outcomes Committee to review safeguarding and Health & Safety performance across all sites every quarter.** • **Peer review of safeguarding incidents and learning reviews where appropriate.** • **Rigorous safeguarding policies and practice in place across the whole organisation including essential training for all staff on safeguarding vulnerable adults and children.** • **Practice Improvement Manager who supports safeguarding good practice across projects and services.** • **Work with a Health & Safety external consultant to improve our procedures and policies.** • **Ensure all new areas of work and new sites meet the required Health & Safety standards.**

Risk	Mitigations
Inability to deliver high quality or key services due to staff attrition rates.	• Implement staff development programmes with internal promotion opportunities and enhanced training opportunities. • Develop contingency plans for business continuity. • Review flexible working opportunities and staff wellbeing packages. • Ongoing pay and rewards reviews to ensure pay and rewards are competitive.
Unsatisfactory fundraising returns compared to our targets.	• Look for opportunities to diversify our income. • Develop partnerships and networks that align to our strategy. • Launch a new brand strategy with a clear USP. • Invest in a clear fundraising strategy with a compelling ask. • Develop clear fundraising KPIs and impact targets as part of our organisational scorecard. • Recruit a Head of Fundraising to drive a new strategy. • Review our CRM System and supporter engagement and retention approach.
Failure to meet our obligations in respect of compliance, regulatory requirements, or good governance.	• Appointment of new Chair and Trustees with improved onboarding and training. • Governance review to be implemented, including reviewing Terms of Reference, Trustee skills and roles and sub-committee structure. • Regulatory requirements regularly reviewed in all our services.
Financial loss and data integrity from cybercrime.	• Hold Cyber Essentials Accreditation. • Mandatory GDPR and data protection training. • Regular review of IT systems, controls and firewalls. • Annual review of cyber insurance.

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. In October 2022, the Board of Trustees passed a resolution to increase the maximum number of Trustees from 12 to 13 to ensure robust governance during a time of growth and change, as the organisation implements its new strategy.

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.

Finance Committee	**Oversees all financial aspects, including setting and managing the internal financial controls, budget setting, management against budget, and investment policy appraisal.**
Remuneration and Trustee Recruitment Committee	**Reviews the remuneration package of the Chief Executive and Senior Executives and is responsible for trustee recruitment.**
Standards & Outcomes Committee	**Examine and reviewing 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 Chief Executive Officer acts as the Company Secretary.

Spurgeons prioritises the safety of its staff and clients - we have a Health and Safety panel and 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 as well as social and economic aspects of their work.

The Board has committed to benchmarking its own performance against the Charity Governance Code that is widely recognised as the sector best practice standard. External reviews of our governance arrangements and practice are carried out at regular intervals, the last being in November and December 2020.

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 reporting lines who head different departments. Strategy is drafted by the Chief Executive with the wider leadership team, after consultation and research with specific stakeholders and the Trustees. The Board approves the strategy and delegates responsibility for implementing it to the Chief Executive and his team.

Each year the Board reviews and approves a Delegated Authority Framework that sets out key areas of decision-making and where accountability and responsibility for it rests. This is set within a biblical framework of 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, Director of Commissioned Services, Director of Non-Commissioned Services, Director of Finance, IT and Corporate Services and a Director of Fundraising and an extended SLT team including the roles of Head of People and Culture, Head of Communications and Digital, and Head of Strategic Programmes and Governance.

We also recruited a new Chair of Trustees and welcomed three new Trustees in December 2022, further strengthening our Board.

Members of the SLT have their remuneration reviewed annually by the Remuneration 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. Given the cost of living pressures in 2022, we brought forward part of the cost of living pay award, in advance of the NJC decision to help support staff.

Our Remuneration Policy is published on our website. It includes a target 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. The Remuneration Policy is published alongside our annual Gender Pay Gap Report. We are encouraged that our gender pay gap has reduced between 2021 to 2022 and that our 2022 gender pay gap is below the 2022 national median gender pay gap.

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

In harmony with our dedication to legislative compliance and upholding our Christian values, we maintain a steadfast commitment to achieving maximum energy efficiency and reducing our environmental impact. This unwavering dedication is evident in our daily operational choices, ranging from the implementation of energy-efficient lighting to the utilisation of fairtrade products. We have successfully gathered data on electricity and gas consumption across 12 sites, comprising nine Children's Centres, one Young Carer Service, an office setting in Kent and our head office in Rushden.

The table below outlines our total usage across the aforementioned sites. It represents a notable increase compared to the previous year which can be attributed to the resumption of all services (excluding Rushden Head Office) operating at normal capacity, five days a week. Additionally, the availability of more comprehensive information this year, compared to last year's data, has contributed to the increased consumption analysis. It is noteworthy that the previous year's data was based on 11 sites, with gas information only accessible for 9 sites, whereas this year we have expanded our data collection to encompass 12 sites.

Energy consumption	April 2022 - March 2023 (kWh)
Electricity	472204 kWh
Gas	212152 kWh
Total Energy Consumption	684356 kWh

To provide a comprehensive breakdown, electricity usage accounted for 472204 kWh (472.204 MWh) across 12 sites, while gas consumption reached 212152 kWh (212.152 MWh). Unsurprisingly, the energy consumption is primarily concentrated within the large children's centre which operates daily and attracts a high footfall. Conversely, our head office exhibits a relatively modest energy usage, with an anticipated total electricity charge of 12837 kWh based on previous quarterly figures and 20631 of gas. The average electricity consumption for the children's centre is 21,723 kWh and in relation to gas is 48,716 kWh. Currently, we are unable to provide energy usage reports in 17 sites. These sites consist of seven children centres, three family centres, one young carers office, two prison services based within prison sites (where utilities are managed by the prison so usage information is not provided and we are not recharged for the costs), two pre-schools where we are recharged by the landlord, one shared office building where the utility usage information is not accessible to us and lastly a specialist service in Faringdon where the utility information is managed by the landlord and not shared or recharged to us. The remaining site not yet mentioned is our head office archive and storage facility where the utilities are included in the rent.

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 legislative requirements, 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

Haysmacintyre 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 17 October 2023.



Mike Rebeiro
Trustee

INDEPENDENT AUDITOR'S REPORT



OPINION

We have audited the financial statements of Spurgeons for the year ended 31 March 2023 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 2023 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 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
- 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 25, 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, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions, 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. 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:
Haysmacintyre LLP, Statutory Auditors
10 Queen Street Place,
London EC4R 1AG
Date: 21 November 2023

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 Unrestricted Funds £000's	2023 Restricted Funds £000's	2023 Total Funds £000's	2022 Unrestricted Funds £000's	2022 Restricted Funds £000's	2022 Total Funds £000's
Income from:							
Donations & legacies							
Donations		354	793	1,147	*266*	*979*	*1,245*
Legacies		232	-	232	*479*	-	*479*
Investments:							
Rental income		121	35	156	*149*	*130*	*279*
Interest		126	-	126	*2*	*9*	*11*
Dividends		122	-	122	*243*	-	*243*
Charitable activities:							
Amounts received towards the support of children, young people and families	3	1,089	9,546	10,635	*2,305*	*8,668*	*10,973*
Other income							
Funds received on acquisition of Fegans	18	-	-	-	*478*	*24*	*502*
Funds received on acquisition of DL Moody Trust	18	-	-	-	-	*425*	*425*
Other income		5	40	45	*2*	-	*2*
Total income		2,049	10,414	12,463	*3,924*	*10,235*	*14,159*
Expenditure on:							
Raising funds:							
Fundraising, marketing & promotion		450	-	450	*448*	-	*448*
Investment property costs		150	-	150	*87*	*47*	*134*
Charitable activities							
Support of children, young people & families	4	2,566	11,141	13,707	*2,946*	*9,267*	*12,213*
Total expenditure	5	3,166	11,141	14,307	*3,481*	*9,314*	*12,795*
Net (expenditure)/income before net gains/(losses) on investments		(1,117)	(727)	(1,844)	*443*	*921*	*1,364*
Net (losses)/gains on investments	9	(82)	-	(82)	*983*	*(7)*	*976*
Net income after net (losses)/gains on investments		(1,199)	(727)	(1,926)	*1,426*	*914*	*2,340*
Transfers between funds	13	-	-	-	*147*	*(147)*	-
Gains on revaluation of fixed assets		-	-	-	*203*	-	*203*
Net movement in funds		(1,199)	(728)	(1,926)	*1,776*	*767*	*2,543*
Total funds brought forward at 1st April		13,613	9,246	22,859	*11,837*	*8,479*	*20,316*
Total funds carried forward at 31st March		12,414	8,519	20,933	*13,613*	*9,246*	*22,859*

All of the above results relate to continuing activities. Included within the restricted funds column are endowment funds with a balance as at 31st March 2023 of £511,000 (*2021-22: £511,000*).

Movements on endowment funds are shown in Note 13. The notes on pages 35 to 50 form part of these financial statements.

BALANCE SHEET AS AT 31 MARCH 2023

	Notes	2023 £000's	2022 £000's
Fixed assets			
Tangible fixed assets	7	381	*393*
Intangible fixed assets	8	101	*39*
Investments	9	11,202	*13,811*
Total fixed assets		11,684	*14,243*
Current assets			
Stock		-	*7*
Debtors	10	763	*1,043*
Investments	12	715	*2,550*
Cash at bank and in hand		9,004	*5,921*
Total current assets		10,482	*9,521*
Liabilities			
Creditors: Amounts falling due within one year	11	(1,233)	*(905)*
Net current assets		9,249	*8,616*
Total net assets		20,933	*22,859*
The funds of the charity			
Endowment funds	13a	511	*511*
Restricted funds	13a		
D.J. Thomas fund		4,735	*4,735*
UK projects fund		3,273	*4,000*
Total restricted funds		8,519	*9,246*
Designated funds	13a	8,429	*8,494*
General funds	13a	3,985	*5,119*
Total unrestricted funds		12,414	*13,613*
TOTAL FUNDS		20,933	*22,859*

* The D.J. Thomas fund includes a revaluation reserve of £2,648,000 (*2021-22: £2,648,000*).

** Designated funds include a revaluation reserve of £1,795,000 (*2021-22: £4,195,000*).

*** General funds include a revaluation reserve for investment property of £2,388,000 (*2021-22: £2,263,000*).

Approved by the Board of Trustees and authorised for issue on 17 October 2023 and signed on its behalf by:

Colin Jones
Trustee

Company No. 3990460

STATEMENT OF CASH FLOWS AS AT 31 MARCH 2023

	Notes	2023 £000's	2022 £000's
Cash flows from operating activities:			
Net cash (used in)/provided by operating activities	(Note A)	(1,599)	*(96)*
Cash flows from investing activities:			
Rental income		156	*279*
Interest and dividends		248	*254*
(Purchase)/disposal of capital equipment		(84)	*(21)*
Additions at cost: common investment funds		(333)	*(976)*
Disposal proceeds: common investment funds		2,167	*1,540*
Disposal of current asset investment		2,550	*-*
(Retained)/cash used in common funds		(67)	*(3)*
Net cash provided by investing activities		4,682	*1,073*
Change in cash and cash equivalents in the year		3,083	*977*
Cash and cash equivalents at beginning of the year		5,921	*4,944*
Cash and cash equivalents at the end of the year	(Note B)	9,004	*5,921*

Note A

		2023 £000's	2022 £000's
Reconciliation of net income to net cashflows			
Net cash (used in)/provided by operating activities			
Net income		(1,844)	*437*
Income from acquisition of Fegans	18	-	*502*
Income from acquisition of DL Moody	18	-	*425*
Adjustments for:			
Investments transferred to Spurgeons		-	*(408)*
Fixed assets transferred to Spurgeons	18	-	*(97)*
Depreciation charges		34	*32*
Dividends, interest & rents from investments		(404)	*(533)*
Decrease/(increase) in stock		7	*(6)*
Decrease/(increase) in debtors		280	*(244)*
Increase/(decrease) in creditors		328	*(204)*
Net cash (used in) / provided by operating activities		(1,599)	*(96)*

Note B

	At 1 April 2022 £000's	Cashflow £000's	Non-Cash Changes £000's	At 1 April 2023 £000's
Analysis of changes in net funds				
Cash at bank and in hand	*4,796*	4,208	-	9,004
Notice deposits (less than 3 Months)	*1,125*	(1,125)	-	-
	5,921	3,083	-	9,004

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

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 1st 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 the children, young people and families are credited to the Statement of Financial Activities on an accruals basis.

For legacies, entitlement is taken as the earlier of the date of notification that a distribution will be made and when a distribution is received from an estate.

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. We have reallocated unrestricted costs to restricted to more accurately reflect the full cost of delivering our services.

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 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.

The marketing and sale of two residential properties is underway as at balance sheet date and has been updated to reflect as Current Assets.

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) Current asset investments

The marketing and sale of two residential properties is under way and expected to be concluded and the proceeds reflected in the 2023-24 Annual Accounting Period. The Trustees have taken the decision to reclassify these properties to Current Assets Held for Sale in the Annual Accounts to 31 March 2023; further disclosure is provided in Note 12.

j) Stocks

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

k) 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.

l) 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 £442,577 (*£386,034 in 2022*).

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.

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

n) 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 included in the Statement of Financial Activities when probate is granted, the charity is entitled to the legacy and the executors have established there are surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

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 increase in the overall property valuations of £140,002 (*2021-22: £885,000*).

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 amounts accrued within creditors was £95,642 (*2021-22: £87,164*).

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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

3. ANALYSIS OF AMOUNTS RECEIVED TOWARDS THE SUPPORT OF CHILDREN & YOUNG PEOPLE & FAMILIES YEAR ENDED 31 MARCH 2023

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

ANALYSIS OF AMOUNTS RECEIVED TOWARDS THE SUPPORT OF CHILDREN & YOUNG PEOPLE & FAMILIES YEAR ENDED 31 MARCH 2022

	Unrestricted Funds £000's	Restricted Funds £000's	2022 Total £000's	2021 Total £000's
Fees and other project income	301	258	559	*341*
Catering	93	-	93	*67*
Statutory sector				
Local authorities	1,756	7,703	9,549	*9,912*
NOMS	155	707	862	*839*
Total	2,305	8,668	10,973	*11,159*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023 (Continued)

4. ANALYSIS OF AMOUNTS EXPENDED IN THE SUPPORT OF CHILDREN, YOUNG PEOPLE AND FAMILIES YEAR ENDED 31 MARCH 2023

	Unrestricted Funds £000's	Restricted Funds £000's	2023 Total £000's	2022 Total £000's
Type of project				
Childrens centres	1,710	9,655	11,365	*9,423*
Children and young people affected by imprisonment	303	727	1,030	*1,199*
Family support	481	239	720	*996*
Youth community & young carers	72	520	592	*595*
Total	2,566	11,141	13,707	*12,213*

ANALYSIS OF AMOUNTS EXPENDED IN THE SUPPORT OF CHILDREN, YOUNG PEOPLE AND FAMILIES YEAR ENDED 31 MARCH 2022

	Unrestricted Funds £000's	Restricted Funds £000's	2022 Total £000's	2021 Total £000's
Type of project				
Childrens centres	2,087	7,336	9,423	9,433
Children & young people affected by imprisonment	237	962	1,199	1,085
Family support	505	491	996	873
Youth community & young carers	117	478	595	598
Total	2,946	9,267	12,213	11,989

5. TOTAL EXPENDITURE YEAR ENDED 31 MARCH 2023

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023 (Continued)

5. (Continued) TOTAL EXPENDITURE YEAR ENDED 31 MARCH 2022

	Staff Costs (Note 6) £000's	Depreciation £000's	Other Costs £000's	2022 Total £000's
Expenditure on raising funds				
Fundraising, marketing & promotion	290	-	158	448
Investment property costs	-	-	134	134
Charitable expenditure				
Project costs	9,640	9	2,565	12,214
Total	9,930	9	2,857	12,796

NET MOVEMENT IN FUNDS

The net movement in funds is stated after charging:	2023 £000's	2022 £000's
Depreciation	34	*32*
Operating lease rentals - buildings	99	*98*
Operating lease rentals - other	34	*43*
Auditors remuneration (Including VAT) - audit	35	*21*

SUPPORT COSTS

	2023 £000's	2022 £000's
Operational management	700	*529*
Business development	63	*120*
Finance, IT & corporate services	785	*670*
Human resources & people development	572	*288*
Governance	157	*63*
Other central support and administration	195	*51*
	2,472	*1,721*

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

	2023 £000's	2022 £000's
Audit	35	*21*
Trustees' expenses	3	*1*
Other costs	73	*34*
Recruitment	38	*-*
Professional indemnity insurance	8	*7*
	157	*63*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023 (Continued)

6. STAFF COSTS

	2023 £000's	2022 £000's
Wages and salaries	9,117	*8,727*
Social security costs	787	*690*
Pension costs	559	*513*
Other	283	-
	10,745	*9,930*

EMPLOYEE EMOLUMENTS OVER £60,000

	2023 £000'S	2022 £000'S
Employees continuing in service:		
£60,001 to £70,000	1	*3*
£70,001 to £80,000	2	-
£80,001 to £90,000	-	-
£90,001 to £100,000	1	*1*

All of the 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 £41,311 (*2021-22: £34,095*).

The Key Management personnel for the organisation consists of the Trustees and six members of the senior leadership team. The total emoluments in the year, including gross salary, employers pension contribution and benefits in kind, were £277,436 (*2021-22: £252,177*).

The average number of employees (including casual workers) in the year was 400 (*2021-22: 337*). The average number of full-time equivalent employees (including casual workers) in the year was 290 (*2021-22 : 306*) The charity paid £37,828 in redundancy and termination payments during the year (*2021-22 : £29,109*).

ANALYSIS OF FULL TIME EQUIVALENT EMPLOYEES

	2023 FTE	2022 FTE
Central departments and regional office	52	*37*
Projects and services	238	*269*
	290	*306*
Average salary cost	£31,440	*£28,520*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023 (Continued)

7. TANGIBLE FIXED ASSETS

	Computer Equipment Fixtures & Fittings £000's	Permanent Endowment Freehold Property £000's	Freehold Property £000's	Total £000's
Cost/valuation				
At 1 April 2022	187	185	300	672
Disposals	(19)	-	-	(19)
Revaluations	-	-	-	-
As at 31 March 2023	168	185	300	653
Accumulated depreciation				
At 1 April 2022	182	97	-	279
Charge for the year	2	4	6	12
Disposals	(19)	-	-	(19)
As at 31 March 2023	165	101	6	272
Net book value				
As a 31 March 2023	3	84	294	381
At 1 April 2022	5	88	300	393

The carrying value of the 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
Cost	
At 1 April 2022	135
Additions	84
As at 31 March 2023	219
Accumulated depreciation	
At 1 April 2022	96
Charge for the year	22
As at 31 March 2023	118
Net book value	
At 31 March 2023	101
At 1 April 2022	39

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023 (Continued)

9. FIXED ASSETS INVESTMENTS

	2023 £000's	2022 £000's
Analysis of investments by class		
UK Common investment funds	4,832	*5,203*
Investment properties	6,370	*6,945*
Notice deposits (Less than 3 Months)	-	*1,663*
Total investments	11,202	*13,811*

	2023 £000's	2022 £000's
Movement in market value of investments		
Market value as at 1 April 2022	13,811	*15,538*
Additions at cost: common investment funds	333	*976*
Additions from the acquisition of DL Moody Trust	-	*408*
Disposal proceeds: common investment funds	(2,167)	*(1,540)*
Cash retained in common funds	67	*3*
** Reclassification to current asset investments	(715)	*(2,550)*
* Revaluation investment property	140	*885*
Revaluation common investment funds	(267)	*91*
Market value as at 31 March 2023	11,202	*13,811*
Historic cost of common investment funds	3,539	*3,539*
Historic cost of investment properties	389	*389*

Valuations of investment properties were carried out by Paul Goodsir, BSc (Hons) MRICS as at 31st March 2023.

* Includes revaluation gain of £140,002 in 2022-23.

** In 2022-23, the marketing and sale of two residential properties was underway but had not reached exchange of contracts by 31st March 2023. The Trustees took the decision to reclassify these properties to Current Assets Held For Sale in the Annual Accounts to 31st March 2023. Further details are disclosed in Note 12 Current Asset Investments.

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £000's	2022 £000's
Trade debtors	132	*222*
Prepayments & accrued Income	631	*817*
Other debtors	-	*4*
Total	763	*1,043*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023 (Continued)

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £000's	2022 £000's
Trade creditors	243	*16*
Accruals and deferred income	679	*505*
Taxation & social security	171	*149*
Pension contributions	116	*217*
Other creditors	24	*18*
Total	1,233	*905*

In 2022-23, the pension contribution included £284,000 related to the Elmbridge contract pension. This was paid to the Surrey County Council in 2023-24.

12. INVESTMENTS HELD FOR SALE

	2023 £000's	2022 £000's
Investment property	715	*2,550*
	715	*2,550*

In 2022-23, the Trustees took the decision to reclassify two additional properties to Current Assets Held For Sale. In 2021-22 two properties were reclassified to Current Assets Held For Sale and subsequently sold at the start of this financial year.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023 (Continued)

13. FUNDS

a) MOVEMENT IN FUNDS FOR THE YEAR ENDED MARCH 2023

	Balance at 1 April 2022 £000's	Income £000's	Expenditure £000's	Investment Gains/ (Losses) £000's	Transfers £000's	Acquisitions £000's	Balance at 31 March 2023 £000's
Restricted funds							
Foundation trust - Permanent endowment	88	-	-	-	423	-	511
Acquisition of DL Moody permanent endowment	423	-	-	-	(423)	-	-
UK projects	3,969	10,414	(11,141)	-	31	-	3,273
D.J. Thomas	4,735	-	-	-	-	-	4,735
Acquisition of Fegans	31	-	-	-	(31)	-	-
Total restricted	9,246	10,414	(11,141)	-	-	-	8,519
Unrestricted funds							
Designated funds							
Strategic investment fund	2,614	-	-	-	-	-	2,614
Property investment fund	2,180	-	-	185	-	-	2,365
Service development fund	3,700	-	-	-	(250)	-	3,450
	8,494	-	-	-	(250)	-	8,429
General funds							
General funds	5,119	2,049	(3,166)	(267)	250	-	3,985
Acquisition of Fegans	-	-	-	-	-	-	-
Revaluation reserve	-	-	-	-	-	-	-
Total unrestricted	5,119	2,049	(3,166)	(82)	250	-	3,985
Total funds	22,859	12,461	(14,306)	(82)	-	-	20,933

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023 (Continued)

b) MOVEMENT IN FUNDS FOR THE YEAR ENDED MARCH 2022

	Balance at 1 April 2021 £000's	Income £000's	Expenditure £000's	Investment Gains/ (Losses) £000's	Transfers £000's	Acquisitions £000's	Balance at 31 March 2022 £000's
Restricted funds							
Foundation trust - Permanent endowment	92	-	(4)	-	-	-	88
Acquisition of DL Moody permanent endowment	-	8	(3)	(7)	-	425	423
UK projects	3,660	9,423	(8,967)	-	(147)	-	3,969
D.J Thomas	4,727	132	(124)	-	-	-	4,735
Acquisition of Fegans	-	223	(216)	-	-	24	31
Total restricted	8,479	9,786	(9,314)	(7)	(147)	449	9,246
Unrestricted funds							
Designated funds							
Central office development fund	2,614	-	-	-	-	-	2,614
Property investment fund	1,770	-	-	410	-	-	2,180
Service investment fund	3,700	-	-	-	-	-	3,700
	8,084	-	-	410	-	-	8,494
General funds							
General funds	3,753	2,788	(2,722)	573	147	-	4,539
Acquisition of Fegans	-	658	(759)	-	-	478	377
Revaluation reserve	-	-	-	-	-	203	203
Total unrestricted	3,753	3,446	(3,481)	573	147	681	5,119
Total funds	20,316	13,232	(12,795)	976	-	1,130	22,859

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023 (Continued)

13. FUNDS (CONTINUED)

i) 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.

ii) 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.

iii) 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 receoverable 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.

iv) 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.

v) 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.

vi) 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.

vii) 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.

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023 (Continued)

c) ANALYSIS OF ASSETS BETWEEN FUNDS AS 31 MARCH 2023

	Tangible Fixed Assets £000's	Intangible Fixed Assets £000's	Investments £000's	Net Current Assets £000's	Total £000's
Unrestricted funds	293	101	6,309	5,711	12,414
Unrestricted funds from acquisition of Fegans	-	-	-	-	-
Revaluation of fixed asset	-	-	-	-	-
Restricted funds – UK projects	-	-	-	3,273	3,273
Restricted funds – D.J. Thomas	-	-	4,470	265	4,735
	293	101	10,779	9,249	20,422
Foundation trust					
Permanent endowment	88	-	423	-	511
Total	381	101	11,202	9,249	20,933

d) ANALYSIS OF ASSETS BETWEEN FUNDS AS 31 MARCH 2022

	Tangible Fixed assets £000's	Intangible Fixed Assets £000's	Investments £000's	Net Current Assets £000's	Total £000's
Unrestricted funds	5	39	11,493	1,496	13,033
Unrestricted funds from acquisition of Fegans	97	-	-	280	377
Revaluation of fixed asset	203	-	-	-	203
Restricted funds - UK projects	-	-	-	3,969	3,969
Restricted funds - D.J. Thomas	-	-	4,470	265	4,735
Restricted funds from acquisition of Fegans	-	-	-	31	31
	305	39	15,963	6,041	22,348
Foundation trust					
Permanent endowment	88	-	-	-	88
Permanent endowment DL Moody	-	-	398	25	423
Total	393	39	16,361	6,066	22,859

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023 (Continued)

14. TRANSACTIONS WITH TRUSTEES

During the year the charity reimbursed expenses of £2,836 (*2021-22: £1,267*) incurred by four Trustees (*2021-22: five Trustees*) 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

	2023 Property £000's	2023 Equipment £000's	2022 Property £000's	2022 Equipment £000's
Minimum rentals falling due:				
Not later than one year	60	5	*10*	*14*
Later than one year, not later than 5 years	96	26	*104*	*18*
Later than 5 years	16	-	-	-
	172	31	*114*	*32*

	2023 Commercial (Lease) £000's	2023 Residential (Tenancy) £000's	2022 Commercial (Lease) £000's	2022 Residential (Tenancy) £000's
Minimum rentals falling due:				
Not later than one year	26	33	*105*	*108*
Later than one year, not later than 5 years	100	48	*322*	*281*
Later than 5 years	-	-	-	-
	126	81	*427*	*389*

18. ACQUISITION OF FEGANS AND DL MOODY TRUST

In financial year 2021-22, the assets and liabilities of Fegans and DL Moody Trust were transferred to Spurgeons and reflected as other income in the Statement of Financial Activities, as well as within each asset class in the Balance Sheet.

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: £99,510 (*2021-22: £140,775*).
- The Maurice and Hilda Charitable Trust – Grant received for our Invisible Walls project: £10,000 (*2021-22: £10,000*).
- Department of Health and Social Care; VCSE Health and Wellbeing Fund – Grant received for our Birmingham Forward Steps Perinatal Mental Health Project: £8,141.
- BBC Children in Need – Grant received for Birmingham and Wolverhampton Young Carers: £10,000.
- OPCC for Hampshire – Funding towards Invisible Walls: £15,000.
- National Lottery, Awards for All – Funding for Young Carers Festival: £9,720.
- Surrey Active Communities – Funding for Elmbridge Playschemes: £12,150.
- Colyer Fergusson Charitable Trust – Grant towards a Family Hub in Whitstable: £15,000 (*2021-22: £15,000*).
- Trusthouse Charitable Foundation – Funded Family Hub support in Ramsgate: £33,000 (*2021-22: £33,000*).
- Kent County Council – Awarded Reconnect grants for counselling & parenting support in Swale, Sevenoaks, Tunbridge Wells and Maidstone districts totalling: £23,500.
- Jerusalem Trust – Grant received for supporting church hubs: £25,000 (*2021-22: £25,000*).
- Benefact – Grant received through Brighter Lives fund towards parenting support: £10,000.
- Save the Children – Funding awarded for Our Space project in Margate: £24,000.
- Colyer Fergusson Charitable Trust – Grant received from their Rehabilitation fund to support Behind the Walls and Beyond the Gate work in Kent: £40,000.
- Benefact - Grant received from their Transformational Grant programme towards Digital Resources and Support for Family Hubs: £130,000.
- Sevenoaks Community Fund - Grant received towards Early Bird parenting awarded: £2,500.
- Warren Meadows Trust - Grant received towards Early Years and Early Bird resources: £1,500.
- Blueberry Wellbeing - Grant awarded for parenting support work: £15,000.

REFERENCE AND ADMINISTRATIVE DETAILS

TRUSTEES AND DIRECTORS

Alison Collins		
Christopher James		Standards and Outcomes Committee Remuneration and Trustee Recruitment Committee
Colin Jones	Appointed 13 July 2023	Finance Committee
David Buchan		Finance Committee
Elijah Kirby	Appointed 6 October 2022	
Jennifer Emery		Remuneration and Trustee Recruitment Committee
Linda Emery	Appointed 6 October 2022	Remuneration and Trustee Recruitment Committee
Michael Rebeiro	Chair of Trustees appointed 6 October 2022	
Michelle Brissett		Finance Committee
Nicola Rayner		Standards and Outcomes Committee
Philip Green		Standards and Outcomes Committee
Safron Rose	Resigned effective 6 October 2022	
Sarah Powley	Interim Chair of Trustees until 6 October 2022	Finance Committee
Sian Wrangles	Resigned effective 13 July 2023	
Timothy Elwell-Sutton	Appointed 6 October 2022	Standards and Outcomes Committee

Senior officers
Ian Soars – Chief Executive Officer
Paul Ringer – Deputy Chief Executive Officer (resigned at 20 April 2022)
Lorraine White – Director of Commissioned Services
Annelize Mynhardt – Director of Finance, IT and Corporate Services (from 11 July 2022)
Caroline Greer – Director of Fundraising and Transformation (from 25 July 2022 until 28 February 2023)
Don Esson – Director of Partnerships and Development (from 31 October 2022)

Registration details
Registered Office
Spurgeons
74 Wellingborough Road
Rushden
Northamptonshire, NN10 9TY

Registered Charity Number: 1081182
Company Number: 3990460

Professional advisors for the year ended 31st March 2023

Investment managers
Rathbone Greenbank Investment Management
8 Finsbury Circus
London EC2M 7AZ

Financial advisers
Crowe Financial Planning UK Limited
55 Ludgate Hill,
London. EC4M 7JW

Bankers
Barclays Bank PLC
4 Waterside Way, Bedford Road,
Northamptonshire, NN4 7XD

Lloyds Bank PLC
82 Mount Pleasant Road,
Tunbridge Wells TN1 1RP

Property managers
Goodsir Commercial
9-10 Domingo Street,
London, EC1Y 0TA

Solicitors
Anthony Collins Solicitors LLP
134 Edmund Street,
Birmingham, B3 2ES

Wilson Browne
Kettering Parkway South,
Kettering, NN15 6WN

Independent auditor
Haysmacintyre LLP
10 Queen Street Place,
London, EC4R 1AG

SPURGEONS

England & Wales - Charity number 1081182

Accounts



Spurgeons Annual Report 2021-22

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Welcome

Spurgeons Children's Charity was founded over 150 years ago as an orphanage by the great Baptist preacher, Charles Haddon Spurgeon. His desire was to provide a secure and loving environment so that disadvantaged children had the benefit of a home background where they would be able to flourish as they grew into adulthood.

That orphanage has now grown into a successful transformative charity, and even in a year when our work was significantly impacted by the Covid-19 pandemic, we still worked intensively with more than 5,000 children and young people, and our services touched the lives of more than 20,000 people. Our work covers children's centres, schools' counselling, assisting victims of domestic abuse and dads in prisons, and supporting young carers and children at risk of being involved with gangs.

In July 2021 we acquired Fegans, a Christian charity with a similar heritage and outlook to ourselves. Fegans' work includes counselling more than 1,000 children each year, intervention-based parenting, running two preschools in areas of high deprivation and a sophisticated online offering including DAD.info, Europe's largest website and forum for fathers. Integration is proceeding well, and teams successfully collaborating, for example with Fegans counsellors engaging with Spurgeons young carers.

Our acquisition of Fegans allows us to diversify both our income and how we deliver our services, which will make us more strategically robust for the complex period our nation is entering into and put us in a position to offer more to our service users at a time when many public services are over-stretched and under-resourced. In addition, Ali Collins and David Buchan joined the Spurgeons Board of Trustees from Fegans to strengthen the board as we look to a new era.

Since January 2022 I have picked up the mantle of interim Chair from Andrew Caplan and having been a trustee of Spurgeons for five years and as a full time foster carer, I am excited about the new strategy and the possibilities that lie before us, as we aim to reach even more vulnerable children, young people and families.

We are also delighted to welcome Ian Soars as our new Chief Executive, following Ross Hendry's departure at the end of 2021. Ian is tasked with delivering the new strategy, growing our reach and visibility, and our impact on the lives of those who are most at need. Ian will lead the government's Family Hub strategy in our children's centres, schools, preschools, partner churches and prisons.

The increased focus on partnering with churches also reflects the work we have undertaken as we refreshed our values to better align with our strategy, and our increased focus on our identity as a Christian charity undertaking complex work with vulnerable families in the local and central government space.

Throughout all our work there are constants. First, the overwhelming passion of both our staff and trustees to make a difference in the lives of children, young people and families experiencing disadvantage. Second, the profound Christian faith of our founder continually encourages us to seek to make a difference in today's world.

As I now step down from my role as interim Chair of the Board, I want to not only welcome Mike Rebeiro as our new permanent Chair of the Board, but also to give thanks for all the work that this report reflects and to say how grateful we are for the staff, volunteers, supporters and partners, that have helped us and who hold our belief and hope in the change we can all bring when we work together.

God bless



Sarah Powley, Interim Chair of Spurgeons Board of Trustees

Strategic report

Our mission

Inspired by the Christian faith, Spurgeons' vision is to see all children equipped, empowered and inspired in ways that enable them to realise the fullness of their potential.

This vision is rooted in the Christian faith which, in turn, shapes our mission to provide support for children, young people and families who are experiencing difficulties or challenges, so that they can have a better present and a hopeful future. This has been integral to our work since we were founded in 1867 by Charles Haddon Spurgeon, with the support of Ann Hillyard and many others who were motivated by their faith to help children and young people who could not live with their families.

The trustees confirm that they have referred to the Charity Commission public benefit guidance in compiling this report, and that what Spurgeons does contributes to its charitable objects in this regard.

Spurgeons in a snapshot

Spurgeons seeks to equip, empower and inspire:

- Families who are disadvantaged or struggling to cope with their difficulties,
- Children who carry emotional burdens and heavy responsibility, and/or
- Young people who have been, or are, at significant risk of being harmed or exploited.

Spurgeons supports and empowers vulnerable children and young people through running projects that deliver support directly to them, to their families and to professionals who are also able to help address the challenges and disadvantages they face.

As a Christian children's charity we work with all our heart and expertise, because we are driven by sense of mission and of living our values.

Introducing Fegans

On 1st July 2021 Spurgeons acquired Fegans, a Christian children's charity with a similar heritage to ours and which shared the same desire to work with children and families with often complex needs. Fegans has four core services: qualified children's counselling, parenting, preschools and a rapidly increasing digital offering. These are outlined on page 12.

Our projects and services

We ran 50 projects in England over the year. These included:

- Visitor and family support services within 11 prisons.
- Delivering Cafcass' Separated Parents Information Programme.
- Young carers' services and support in Birmingham and Wolverhampton.
- Specialist services tackling issues including domestic violence and abuse and girls in gangs.

During the pandemic we adapted how we worked in order to maintain contact with the children and families who needed us most and remain contract-compliant.

- We had contact with more than 32,000 children and adults through our commissioned and grant-funded services.
- We worked intensively with 4,400 children, young people and families with complex or high support needs.
- We identified 452 children in safeguarding incidents.
- 98% of our service users said we treated them well (sample of 1,724 service users), and we received five complaints over the course of the year.
- Over the year we ran between 150 and 300 strands of work (service delivery interventions and programmes).
- We met 80% of our practice goals when working with children and families who needed support.
- 92% of children whose outcomes we measured with an evidence-based measuring tool called Outcome Family Star showed positive progress.
- What we achieve is based on the dedication, expertise and passion of our entire team at Spurgeons. We are made up of 442 staff (including 48 secondees), 199 volunteers (different individuals who volunteered at some point over the 12 months) and thousands of faithful supporters.

Most of our work is carried out within provisions set out by contracts we have with public sector commissioners. Some specialist services are supported through raising voluntary income, from the income we generate from the assets we hold and, if necessary, from reserves.

Our central support teams are based in our central office in Rushden, Northamptonshire, although these offices have been used flexibly throughout 2021-22 to accommodate the need for both remote family-friendly working and office-based core operational functions.

Where we seek to raise issues in the public sphere this is to amplify the voice and experience of the families we work with and members of the Spurgeons team who work with them.

Our people

What we have achieved is based on the dedication, expertise and passion of our entire team, made up of staff, volunteers and thousands of faithful supporters.

A breakdown in numbers

- On 31st March 2022 Spurgeons employed a total of 442 employees, plus 48 colleagues on secondment from the Birmingham Community Healthcare Trust. This includes 93 employees from Fegans.
- The nature of our work and the sector we work in, as well as our colleagues' personal circumstances, means that many of these colleagues work part-time (30%) or term time only (largely Fegans, 19%). A further 8% of the workforce are on casual contracts.
- This means that less than half of our workforce (43%) work full-time.
- 92.5% of our workforce stated their gender as female and 70% declared their ethnicity as 'white'.

A small number of paid roles in Spurgeons – fewer than 20 (including previous Fegans staff transferred in) – have an occupational requirement to be a Christian. They are currently limited to the Senior Leadership Team, the Head of Digital and Communications, two roles in the fundraising team who support our donor base, and one of our Together for Families workers who works closely with churches.

Volunteers

Volunteers are an essential and important part of our workforce, but we have seen a decline in support since Covid-19. As of 31st March 2022 we had 136 volunteers across our services supporting our work with children, families and vulnerable adults. As we come out of Covid we aim to rebuild our volunteer base to help reach more children and young people.

Central office chaplain

This was the second full year that our Rushden central office has had a volunteer chaplain. Their purpose is to support employees' and volunteers' pastoral needs and their role is consistent with Spurgeons' statement of faith and organisational values. At times the chaplain fulfils a wider role in meetings and settings including our weekly bible reflections and Monday morning prayer meeting. These are open to everyone in Spurgeons who would like to attend and are led by a member of staff, trustee, chaplain, or local church leader.

Our values, equal opportunities and employee engagement

During 2021 we undertook significant work to refresh our organisational values as we brought two organisations together, staying true to our Christian ethos but ensuring that our values are universal to all. Our refreshed values are now Compassionate, Fair and Committed.

This has been a very inclusive approach and included holding virtual workshops with all colleagues and asking everyone to contribute to the behaviours that would underpin living these values in practice. We have been rolling out the new behaviours throughout the year.

The value of Fair builds on our previous value of Inclusive and means that we aim to respect and value every individual, and to listen to understand, without judging. We express this through our values and behaviours and through our equality and diversity policy. This policy is reported to the Board and available to employees and volunteers though our intranet and wider public through our website.

Following on from the Equality, Diversity and Inclusion (EDI) report undertaken, the Board met to discuss the report in workshops, and enhanced training is planned for next year. We recognise that as an organisation, we need to endeavour to be inclusive and positively look to how we can become more

diverse at all levels across the organisation. We seek to enhance our ability to meet the needs of those we serve through diversity.

Ensuring our workforce is kept up to date with developments and provided information in an appropriate and timely way is an important element of engaging our employees. One of our key channels for ensuring this is our monthly newsletter called Essential Brief that goes out to all employees and contains information, reminders, requests and good new stories. This often includes a direct message from the CEO which is also supplemented by CEO emails and video updates. Since January 2022, we have launched a CEO face-to-face live update every other month via Microsoft Teams that is also recorded and attended by other senior managers. Messages that are relevant only to particular teams or individuals are managed through different channels.

Our services

We continue to 'be there' on the issues that matter, including Covid-19 recovery and the cost of living crisis. We have built on last year and continued to adapt our services to make sure that we have provided a warm and accessible welcome to all, that we work *with* families (not *do to* them) and where their feedback informs what we do.

We have delivered a range of evidence-based services and interventions and worked with other partners to provide the support needed. At the heart of this sit our high standards for quality-assured practice, underpinned by a desire to give our best and to continue to learn and develop in what is a rapidly changing world.

Practice development

Over the last year we have continued to focus on developing quality of practice with a formative mindset, building on strengths and empowering staff members and teams. We have continued to monitor and accurately evaluate the effectiveness of our services and to act on findings using our own Monitoring & Evaluation Cycle. This has encompassed task-and-finish support across all services, to including case file audits, practice workshops, learning, reflections and actions.

We have continued to develop our Team Around the Child/Resident and Family (TAC/TARF) audit. This is a collaborative 'live audit' that includes all members of teams who have worked with the child(ren)/ family/resident and those who have had management oversight of the case. These audits have been incredibly valuable for opening up reflections and discussions on practice.

In addition, as part of developing a learning culture of reflective practice, we have introduced Communities of Practice on areas including domestic abuse, mental health/inclusive practice, the child's voice/lived experience, and administration.

Communities of Practice enable practitioners in all roles and from across the organisation to take collective responsibility for managing the knowledge they need, recognising that given the right framework, they are in the best position to do this. Members have a responsibility to bring their experience, research, and areas of focus to each session and to drive any learning back into their areas of work to ensure that the cycle of learning continues.

Our impact

One of the ways we measure our effectiveness and impact is through asking service users whether they would recommend us to a trusted family member or friend. They give us a score between one and ten. A score of six or lower is considered to mean the respondent is a detractor, and a score of nine or ten means they are a promoter. This is a widely used standard measurement tool that produces a Net Promoter Score. An organisation's score can be between -100 and +100.

In 2021-22 Spurgeons received a Net Promoter Score of +92.

This score reflects the great work of our service-based team. It is also made possible by the support they receive from our central support teams.

Success stories

Birmingham Forward Steps

Our work with Birmingham City Healthcare Trust and Birmingham Forward Steps is our biggest health and wellbeing service for children from newborn to five years old and families.

As part of the integrated offer with health visitors, 16 of our early years outreach workers were trained to complete the two-year-old mandated assessment review. On average 1,000 reviews are completed each month in our four districts.

There was a particularly increased demand for communication and language support from the Age and Stage Questionnaire assessment. This means our main areas of focus have been developing our Communication and Language and Special Educational Needs and Disabilities (SEND) services. We appointed key staff who shared their knowledge and skills on these services across our workforce and collaboratively developed a new Stepping Stones service model and expanded our Language Though Play offer.

As part of our Covid-19 recovery, an ongoing review of services resulted in 'Five Ways to Well Being'. This program, offering a range of practical help and interventions for newborns to 19 year-olds, helps refugee families placed in Birmingham, as well as families placed in temporary accommodation. The service also focus on supporting access to education, as well as community outreach and working with foodbanks.

Birmingham Early Help

As the voluntary sector lead for the Perry Barr and Sutton Locality we helped establish the Early Help Programme alongside a team from the Birmingham Children's Trust. This has already helped thousands of families who can now access a range of practical tools and interventions to support their needs and prevent escalation into more specialist services. It has also supported local families with targeted interventions following an Early Help Assessment (EHA) and Plan.

Over the year Perry Barr received 3,294 family connections for individuals and Sutton saw 1,000. These involved lead workers coordinating plans and carrying out one-to-one and group interventions with the family. They gave advice and guidance including links to food banks, connecting families to professionals who can support them and to the local community resources to help them be more resilient.

A steering group has now been established in each locality, each including representatives from education, health, social care, department of work and pensions, youth and police, and local organisations. Each group is now devising action plans for particular areas of need.

Wiltshire Children's Centres

We manage six Children's Centres in East, South and West Wiltshire, offering support to families with under five-year-olds. Parent and child wellbeing was a focus throughout the pandemic at these centres.

Interest in the Five to Thrive programme, where we share ideas to develop positive connections between parents and children, continued to be high, with more than 100 adults and 120 children attending most quarters. The Little Learners programme, which contains elements of self-care for parents, was also popular.

We continued our one-to-one support from our family support workers, as well as the Mum2mum support through online groups and 'drop ins'.

We ran Buggy Walks to encourage parents to get active and use the outside spaces around them, both for the physical and mental health benefits. To support healthy eating we also ran the ABC Cook online cooking classes, which are based around the ingredients commonly found in food boxes.

As well as encouraging healthy lifestyles through our services, we also covered home safety, and promoted child safety through our monthly newsletters and online courses. Domestic Abuse remains the highest safeguarding concern reported, and to support this we offered the Freedom Programme, Freedom for Children and You and Me, Mum, a restorative course for mothers and children living away from perpetrators of abuse.

Finally, we held Book Start and Early Words Together sessions online and face to face, delivering resources to the most vulnerable families so they could take part and to ensure that their children have access to a richer reading and learning home environment. For the most vulnerable families we also offered Being a Parent courses and Filial Play Therapy.

As a part of Spurgeons' preparatory horizon scanning of Family Hubs, the service has also started to offer some specific sessions to parents of older children.

Elmbridge Family Centres

Our three Family Centre sites in Elmbridge in Surrey support families with children aged from 0 to 11 and work alongside the targeted youth provision and local authority family support team.

A Together for Families (T4F) worker joined the team and is making good connections with local faith groups. Group and family support included a 10-week Parenting Puzzle course, a 10-week Freedom Programme Course and a 12-week #BE OK course and follow-on sessions for 8-to-12-year-olds with anxiety. In addition, the Club 4 Holiday service was attended each day by an average of 40 children.

Domestic abuse, parental mental health and children's mental health remained the highest reported concerns. The team all undertook Five to Thrive training in order to offer trauma-informed support and promote co-regulation and resilience in families. We ran the You and Me, Mum restorative course for mothers and children, and an Independent Domestic Violence Advisor (IDVA) was appointed to support families experiencing domestic abuse.

Together for Families

Our Together for Families group work has been with smaller groups in churches and community venues – partly due to Covid-19 restrictions, but also because of the high levels of anxiety of parents and very young children who haven't spent time with anyone outside their family, often since their baby was born.

But small groups means more time available for each child and family, and that has been a real benefit. For many families we see, ours are the only groups or activity they come to and they are sure of a warm welcome, safe space and good support from our workers and other help we can signpost to.

In January, we appointed a Together for Families (TfF) worker to our Family Centre team in Elmbridge, which means that all of our work in Children's and Family Centres now incorporates this approach.

Birmingham Perinatal Mental Health Project 'Ehsaas'

In April 2021 we were awarded two-years' grant funding from the Starting Well Fund to launch a new Perinatal Mental Health Project on behalf of Birmingham Forward Steps to help improve the perinatal and mental health of Pakistani mothers. There is substantial evidence that BAME women, especially those who are relatively new to the country, are hard to engage in maternity services and support, with language needs being the most significant barrier.

A group of Pakistani mothers named the project 'Ehsaas', which means 'feeling, sense and aura' in Urdu. The aim was to send the message of 'We value, we feel, we hear you, with real listening and real care'. From June 2021 to March 2022 we reached 204 individuals, holding one-to-one and group sessions in partnership with Approachable Parenting.

We recruited 15 volunteers to support the project. Workers and volunteers speak a variety of languages in order to engage mothers to discuss their mental health, motherhood journey and self care, and to break down barriers so they can access support such as the 'Five Ways to Well Being' tool.

One mother said: 'After speaking to Jamilia in my own language I felt a lot better. Speaking with someone from the same culture was much more helpful as they understood me and my family much better. I didn't feel judged or ashamed to speak openly. Not being able to speak English had been an issue and sharing how I was feeling in my own language really helped.'

Young carers, Wolverhampton and Birmingham

We continued to support more than 120 young carers up to the age of 18 in Wolverhampton and more than 600 in Birmingham.

In Birmingham this included counselling support and also, thanks to additional funding, specific bereavement counselling for those young carers looking after a family member with a life-limiting illness.

An increasing number of young carers in both Birmingham and Wolverhampton were grappling with identity issues, and staff received training around this so they could respond and support in the most helpful way. We also saw a continued increase in the number of young carers suffering from poor mental health, particularly anxiety and stress, and offered them a package of one-to-one support.

Face-to-face groups and activities were re-introduced to give young carers a break, but many remained anxious about returning to face-to-face contact due to vulnerabilities within their families, so we have had to manage this transition carefully.

Our teams are actively involved in the National Young Carers Voice and the newly launched Young Carers Alliance. These bring young carers services across the country together to share good practice, raise awareness and to campaign for more support and resources to be provided by local authorities and the government.

In November 2021, a number of young carers from our groups met with the Children's Commissioner Rachel de Souza to share their view about how support could be improved. This led to young carers being specifically mentioned in the Children's Commissioner's report, The Voices of England's Missing Children (Voices of England's Missing Children, childrenscommissioner.gov.uk).

Norwich Connect

Norwich Connect, an innovative pilot project launched in 2018, came to an end in June 2021. Spurgeons funded the service for an additional six months to December 2021 to avoid a gap in service before a new Norfolk wide domestic abuse service started.

Norwich Connect was based on a whole-family approach to domestic abuse, commissioned by Safe Lives and supported by local funding partners. The project supported not only victims, but also perpetrators of abuse who were motivated to change, as well as children and young people affected by abuse. The project also supported families experiencing adolescent-to-parent violence, offered recovery groups and support, trained parents to be peer-to-peer supporters and offered a wide range of training for professionals.

The Impact Report for Norwich Connect showed that the service received more than 670 referrals and supported more than 880 individuals, 305 of whom were children and young people. After receiving support, 85% of victims said they felt safer, there was a 93% improvement in children and young people's safety, 97% of children and young people said their understanding of how to maintain their own safety had improved, and some 93% of children and young people with mental health needs had improved wellbeing after mental health support. In addition, there was an 87% reduction in children and young people witnessing abuse from intake to exit and a 58% reduction in perpetrators using multiple types of abuse.

The service trained over 2,000 professionals in why engaging perpetrators increases safety and also in trauma informed approaches. We also trained 22 survivors to become peer mentors, supporting victims.

Norwich Connect received national "Highly Commended" recognition at the 2020-21 Children and Young People Now award ceremony.

BeLeave

BeLeave was a highly innovative service, funded by Comic Relief and the Rayne Foundation as part of an international project called 'I define me'. Aimed at supporting young women at risk of gang-related harm and child criminal exploitation, the project ran in Birmingham from June 2017 and ended in September 2021.

Traditionally young women affected by these issues are overlooked in service provision and response. BeLeave was one of a group of Comic Relief-funded projects that would not only provide a service, but also the opportunity for women to learn from and share their experiences.

Many of the young women we supported had experienced social and economic disadvantage, marginalisation, exclusion or stigmatisation. Many had direct experiences of violence, abuse, neglect or exploitation and some affected by intergenerational trauma and vulnerability. The majority had faced complex, interlocking challenges and had usually been let down by the social care system in multiple ways.

As part of our learning and reflection, a three-year evaluation of the service was undertaken by the Institute for Public Safety, Crime and Justice at the University of Northampton which demonstrates the impact of the service. Some 144 young women were supported by the service, with an average of 18 weeks of support. The average age of the young women at the start of the work was 14, but it ranged from between 9 and 18.

The service resulted in 83% of young woman saying their risk of exposure to gangs had reduced or their awareness of personal risk from gangs had improved. Some 72% said their confidence and self-esteem increased, 67% saw an increase in the extent to which they felt change was possible and 45% said they felt more able to express their feelings. In addition, 47% reported an improvement in family resilience, 55% said family cohesion had improved and 51% said there was less family conflict.

Services for children and families affected by imprisonment

Over the year the family service teams supported the prison sites to move away from Covid-19 restricted operations to a more family-friendly service, reinstating parenting group facilitation, workshops, family visits and storybook dads.

A number of successful initiatives took place, including Cuddle Buddies, Golden Thread videos, creative workshops and 'The Art of being Dad' project, as well as Boys to Men, a pilot home-grown intervention.

A number of practitioners across the service accessed the three day ACEs (Adverse Childhood Experiences) training, enabling them to support the dads they are working with.

In November 2021 our prison work received three nominations for the Children and Young People Now awards. The Sheppey cluster were given a Highly Commended award for their family support and community work.

In March 2022 the Sheppey cluster organised and hosted an 'Orange Tie' event to celebrate their work, raise the charity's profile and fundraise for activities for dads and children. The Invisible Walls team also celebrated their 10th birthday at HMP Winchester at the end of 2021.

Fegans (as part of Spurgeons)

On 1st July 2021 Spurgeons acquired Fegans, a Christian children's charity with a similar heritage and which shared the same desire to work with children and families with often complex needs.

Fegans has four core services: qualified children's counselling, parenting, preschools and a rapidly increasing digital offering.

These services are outlined below, along with a summary of their impact data. Fegans' data has been collated from 1st July 2021 to 31st March 2022, which is a short year and therefore the numbers have been pro-rated up to a full academic year for ease of data comparison.

Qualified children's one-to-one counselling

All Fegans 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.

We are delighted that the rate of seeing children has increased during this year, although we note that the numbers below are based on four school terms, not the full six terms. We have therefore provided the actual numbers seen in the four terms and then given a pro-rated comparator in blue to give a year-on-year comparison. In the period between 1st July 2021 and 31st March 2022 we saw a total of 816 clients (equivalent to 1,224 for a full academic year; 2021: 1,105) and offered 8,684 counselling sessions (assuming 13,026 for a full academic year; 2021: 11,305). Of the total number of 8,684 sessions, 6,465 were attended, 1,587 were cancelled and 632 were not attended.

The methodologies we use to monitor and evaluate the impact of our counselling service are wellbeing scales WEMWBS (the Warwick-Edinburgh Mental Wellbeing Scale for those aged 13 and over) and Stirling (for those aged 12 and under).

Our outcomes continue to be exemplary, with 64% of primary-aged children showing an increase in their overall Emotional and Psychological Wellbeing score.

The WEMWBS scale (aimed at those in secondary schools) showed stunning changes in children's outlooks. Before counselling, 53% of children referred to us described themselves as having low wellbeing. After counselling this reversed, with 80% of children saying they had moderate or high wellbeing.

We continue to work in the Weald, the North Kent cluster, Horsham and Lewes, and as part of our strategy to increase the number of clusters we work with, we successfully opened the new Ramsgate cluster, and will be opening the Whitstable cluster in September 2022.

Supporting parents

The Fegans Parenting team mainly saw parents via Zoom in this financial year. As a result, our geographic reach has begun to spread further than our traditional southern England base, and we are excited to see how this might grow.

While many Christian organisations offer parent support, Fegans' parenting work is unique for three reasons:

1. We work with both the state and the church
2. We do high-end intervention work, as well as parenting courses
3. We equip our volunteers to carry out their complex work in a safe and professional way

Our work is aimed at families who are often already known to children's social care services or Early Help teams. These families may be at breaking point over the behaviour of a child, emotional challenges faced by the parent, or a lack of parenting skills that have begun to impact the children's lives adversely. Most of the work is paid for by the referring body, through grants or on an hourly rate basis.

Over the financial year, the parent support team completed their work with 96 families and are in the process of working with a further 29, giving a total of 125 families (2021: 106). In addition, 30 families (2021: 21) have completed the National Autistic Society's (NAS) EarlyBird Plus course, aimed at those with children living with autistic spectrum condition. Our parenting lead has also worked with nine families on a pilot project with Kent Community Health NHS Foundation Trust. The team received a total of 356 referrals overall.

Outcomes for generalised parent support were measured using Fegans' Family Support Impact Measure (FSIM) and revealed a 42% improvement in children's emotional health, a 56% improvement in children's behaviour, a 48% improvement in children respecting boundaries, and a 45% improvement in parents' emotional health.

Parent support workers lead courses, workshops, interventions and drop-ins, but also work with families whose children have additional needs, specifically autistic spectrum condition, for families of newly diagnosed primary-age children. This is a 10-week group programme that can be delivered by Zoom or in person.

We completed two full Zoom courses of the NAS EarlyBird Plus course and although the data sample is smaller than the other parenting interventions we are proud of the impact this work has had.

Some 82% of parents strongly agreed that their understanding of autistic spectrum condition had improved since attending EarlyBird Plus. In addition, 91% of parents strongly agreed that EarlyBird Plus had a positive influence on family/school life and also that their ability to meet their child's needs had improved since attending EarlyBird Plus.

Buttons preschools

Spurgeons' investment in preschools demonstrates the adage that 'prevention is better than cure'. Most of the children who attend our two Buttons preschools are from families who are known to children's social care services or even referred by them.

We work closely with specialist teachers, social workers and health visitors to make sure the children and families who attend are given the best possible support to enable them to flourish. Parent support is freely available to the families of children who attend the Buttons preschools, meaning that as we see children begin to struggle, we can work with their parents in an informal but deeply impactful way.

Jane Williams, Head of Early Years, says: "We have helped children get fed, protected mothers whose partners have become abusive, provided counselling when parents feel overwhelmed, delivered food parcels to self-isolating families, delivered medication for physically vulnerable children, and constantly gone the extra mile when caring for the families who entrust their children to us. And, as Christians, we believe we have a loving God who loves these children too."

Digital resources

Fegans has increasingly invested time in developing digital resources to expand our reach and support to families. In 2018, Fegans bought DAD.info, Europe's largest website and forum for fathers. Thanks to generous funding from The Jerusalem Trust, we publish a steady stream of content using our in-house therapeutic expertise to inspire fathers to be the very best they can.

Our specialist moderators and volunteers support 45,000 parents (41,000 in 2021) as members of our very active DAD.info forum, answering questions on more than 18,600 different topics. We have also recently added an 'Ask Debbie' feature to this site, where parents can submit a question about children's mental health and one of our qualified counsellors will publish a public answer with advice.

In part due to Covid-19 and lockdown restrictions, mums, dads, carers, school staff and community leaders are turning to online help more and more. Fegans has adapted to this by developing engaging and accessible animated videos to share our mental health and parenting expertise.

Thanks to generous funding and effective partnerships, Fegans is able to offer a wide range of digital resources free of charge, including:

- Parenting in a Pandemic videos and a six-month email series which has been accessed by over 1,200 families to date.

- A Guide to Children's Mental Health video series for school staff in partnership with Schudio, a nationwide schools training organisation.

- A Parenting After Separation animated video course, which has not only been helpful for families directly, but has also been shared and promoted via legal and mediation professionals across the UK.

Thanks to generous funding from Stewardship, we have also developed a 'train the trainer' course to equip churches and other community leaders to run Real Parenting groups, using a wide range of resources such as videos, handbooks and a private peer support forum.

The next project we are planning to develop is specialist digital resources to help parents whose children are on the autistic conditions spectrum. We are seeing an increasing need for this support and are keen to share our expertise with more families.

Our future plans

Family Hubs are the centrepiece of Spurgeons' current and future strategy. The suffering of children in the UK has greatly increased over the last five years whilst at the same time the capacity of central or local government to respond is restricted by funding pressures.

Spurgeons' future plans therefore focus on reaching as many children as fast as we can, but also, crucially, making our expertise digitally available to community groups, particularly churches, so that more support is available to more children. We do this so that Spurgeons' ability to respond isn't limited to the tens of thousands of children we see at present, but can grow to the hundreds of thousands in partnerships with churches, schools, local authorities and funders.

Our hope is that the Spurgeons Family Hub strategy, integrated with both state and church, becomes a core part of caring for more children, making the church a centre point of care and expertise in the community, and fills in the shortfall left by the economic storm clouds behind and ahead of us.

Central government strategy, led by the Anna Freud Centre, is focused on local authorities evolving their Children Centre provision (catering for families with children up to the age of five), to Family Hubs (focused on families with children up to age 18 and 25 for those with special educational needs). Spurgeons already runs Family Centres in Surrey and is in the process of transitioning many of our Children's Centres into Family Hubs as fast as we can, within the restrictions of contractual commitments.

We believe in and endorse this strategy and will do everything we can to win contracts in this space to support the work of local authorities with vulnerable families.

However, the concept of Family Hubs predates this strategy and has been interpreted in many local communities in a variety of ways. For example, Spurgeons has partnered with churches, preschools, schools and school clusters to provide a variety of services to local communities that the statutory services, hard pressed as they are, can no longer provide. Spurgeons provides early interventions for families, mental health support for parents and teenagers, domestic violence recovery groups, additional needs therapy and parenting training through local community settings. And we intend to grow these.

Our strategy is to raise funds through highlighting the suffering that families are going through every day and then directing those funds into establishing more and more family hubs throughout the UK.

How we'll get there

To meet this demand we have reconfigured our senior team to reflect our future direction. Our Director of Commissioned Services is joined by a Director of Church and School Family Hubs and a Director of Fundraising and Transformation.

We have been invited to join the Cinnamon Network Incubator program to help us refine and grow our model, and we are partnering with church networks and conferences to reach more churches eager to step into the centre of their community. We are partnering with other charities with expertise outside of ours who see the need for and want to deliver this vision.

Alongside this we have previously committed to opening our own children's homes. While we are refining our model in light of current market conditions, Spurgeon children's homes could also be a form of Family Hub as we care for the children inside the home, but also deploy our services to support their parents, working towards a future where perhaps one day the child can return home into an environment where they can flourish.

We believe that the above strategy delivers on the commitments we gave in last years' annual report, which were:

1. Work on transforming Spurgeons into an organisation where the Christian faith is relevant both to our mission and to the projects and activities we undertake.

2. Operationalising a medium-term business model that provides greater focus and a clearer definition over Spurgeons work with children who are at risk because of their families' circumstances and mission to give them a home life that is loving, peaceful and safe so that they can flourish.

3. Investing in the long-term diversification of our income base, raising our voluntary income and reducing our reliance on contracts won through competitive tender.

Over the coming year we will build on these commitments in the following ways:

1. We will continue to relaunch all our services under the banner of Family Hubs, and increase the number of Family Hubs to 40 by the publication of the next annual report.

2. We will rebrand under this strategy and launch services so that any church anywhere in the UK can launch their own Spurgeons Community Family Hub.

3. We commit to digitise as many of our resources as we can to make them free at point of use for any organisation that wants to undertake care for families in their community.

This is taking a great deal of focus and time from the senior team and cannot be delivered easily or without financial, governmental and church support. But we do believe that it takes us back to the roots of our inception under Charles Spurgeon to care for the poorest, the most vulnerable, the hurt, the lost and the abused, in the name of Jesus and for the Father's Glory.

Our financials

An overview of our financial performance

Despite significant challenge and disruption, our core charitable activities, largely government-funded children's services contracts remained stable, as the vulnerable children, young people and families we work with continued to rely on our critical support through a difficult time.

We managed our expenditure throughout the year to ensure we remained financially stable. Our reserves and cash balance both ended the year 2021-22 in a much better position than anticipated, testament to the hard work of colleagues going above and beyond to continue to deliver for our beneficiaries.

The public-sector funding environment remains challenging, and the impact of Covid-19 and macro-economic factors will affect us in the short term. We will continue to monitor these to ensure we are agile in our responses so we can maintain our vital services.

Results for the year 2021-22

The consolidated results for 2021-22 are shown in the Statement of Financial Activities (SOFA) and include the results of Fegans and DL Moody Trust, which Spurgeons acquired on 30th June 2021 (see Note 18 in the financial statements below).

Our results for 2021-22 show a strong performance. We saw an overall net surplus (after unrealised gains on investments and a gain on the revaluation of a fixed asset) of £2.5m (*£2.4m surplus in* 2021). Unrestricted funds increased by £1.8m *(£1.8m in 2021)*, and restricted funds increased by £0.8m *(£0.7m in 2021).*

Much of the year-end operating surplus in restricted funds is due to timing differences on public-sector contracts and is carried forward in restricted reserves (see Note 13).

During the year the asset value of the investment portfolio increased by £0.1m, and property values were reassessed, resulting in an increase of £0.9m, and therefore a total net impact on unrealised gains for the year of £1m (*£1.8m in 2021*).

The total net assets at year-end are £22.9m (*£20.3m in 2021*), providing a strong financial base to launch the new Spurgeons strategy.

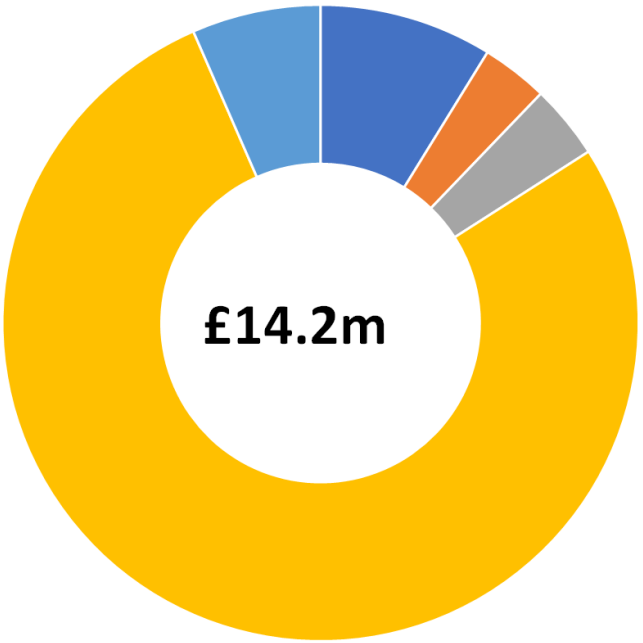
Our income

Total consolidated income

Overall consolidated total income received in 2021-22 was £14.2m (*£13.1m in 2021*). Of the increase of £1.1m year on year, £0.9m relates to the transfer of reserves on the acquisition of Fegans and DL Moody on 1st July 2021 (see Note 18 for details).

Donations of £1.2m *(£1.3m in 2020-21*) and legacies of £0.5m *(£0.3m in 2020-21*) provided much welcome unrestricted funding in the year, which is being used to develop future services.

77% of our income – £11m (*£11.2m (85%) in 2020-21*), came from contracts for the provision of support for children, young people and families, mainly from local authorities and particularly relating to the early help and children's centres services we manage. Within this we received 6% of our income – £0.9m (*£0.9m in 2021*), from contracts with His Majesty's Prison and Probation Service to provide family support services within prisons.



Total income

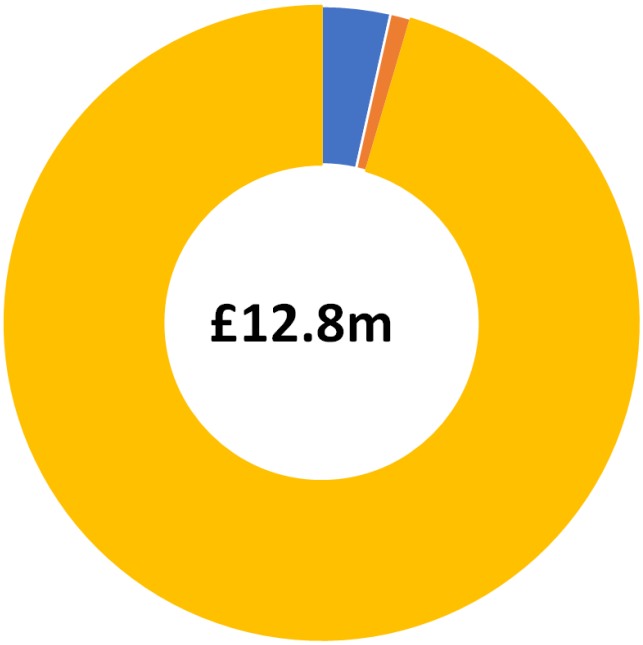
£1.2m
Donations

£0.5m
Legacies

£0.5m
Investments

£11.0m
Support of children, young people & families

£0.9m
Acquisitions



Total expenditure

£0.5m
Fundraising, marketing & promotion

£0.1m
Investment costs

£12.2m
Support of children, young people & families

comprising:

£9.4m	Children's centres
£1.2m	Children & young people affected by Imprisonment
£1.0m	Family support
£0.6m	Youth, community & young carers

Our expenditure

Total consolidated expenditure

Overall total consolidated expenditure in 2021-22 was £12.8m (*£12.5m in 2020-21*). The 2021-22 figure includes £0.9m expenditure on Fegans post acquisition from 1st July 2021. Of the total expenditure, 95% (£12.2m) was incurred in direct support of our work with children, young people and families.

Our Children's Centres work accounts for 73% of total spend at £9.4m *(£9.4m in 2020-21*), our family support work is 8% of total spend at £1m (*£0.9m in 2020-21)*, our work with children and young people affected by imprisonment accounts for 9% of our total spend at £1.2m *(£1.1m in 2020-21)* and our youth, community and young carers work accounts for 5% of the total spend at £0.6m (*£0.6m* in 2020-21).

Employment costs remained by far the highest single item, totalling £9.9m *(£8.6m in 2021*) equating to

78% of our total expenditure *(78% in 2021*), the vast majority of this being direct services support personnel.

Our reserves

Total consolidated funds

At the year-end, total consolidated funds were £22.9m *(£20.3m in 2020-21*). Of our total funds, £9.2m (*£8.5m in 2020-21*) were restricted and endowed– such funding can only be spent on the specific purpose for which the funding has been given.

The permanently endowed funds, which are vested in the freehold property of Spurgeons' central office in Rushden, continued to depreciate to a year-end book value of £88,000 *(£92,000 at 31st March 2021*). In addition, the DL Moody Trust permanent endowment was transferred into Spurgeons at a value of £418,000 on 30th June 2021.

The designated funds of £8.5m *(£8.1m at 31st March 2021*) are those set aside by the trustees for a particular purpose and comprise the Central Office Development Fund £2.6m *(£2.6m at 31st March 2021*) the Service Development Fund £3.7m *(£3.7m at 31st March 2021*) and the Property Investment Fund £2.2m (*£1.8m at 31st March 2021*).

General, unrestricted, funds were £4.8m *(£3.8m in 2021*) including £377,000 from the acquisition of Fegans on 1st July 2021.

The balance sheet and liquidity of the charity at year-end remain strong. We are mindful that some grants have ended during 2021-22, but the trustees have analysed a rolling two-year cashflow and scenarios in balance with 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.

Annual net assets

The value of net assets in future years is projected to reduce in the light of budgeted deficits and investment in the new strategy. However, Spurgeons remains strong as a 'going concern'.

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 was the former Custodian of the DL Moody Trust (in accordance with the Scheme of the Charity Commissioners dated 27th 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 30th 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).

Trustees review our investment policy annually, and investment performance every quarter. Non-property

investments at 31st March 2022 were held in Common Investment Funds under the management of Epworth Investment Management Ltd for Spurgeons and Brewin Dolphin Ltd for the DL Moody Trust.

The trustees of Spurgeons have tendered the investment portfolio in 2021-22 and appointed Rathbone Greenbank Investments for the future management of the investment portfolios for both Spurgeons and DL Moody from 30st March 2022. The trustees also employed Crowe Financial Planning UK Ltd to provide us with investment advice through the tender process and on an ongoing basis.

Our approach to managing our investments is to take a moderate (low to medium) approach to risk. In the year to the end of March 2022 our investments with Epworths realised a return of 4% (against industry benchmark of 7.1% and ethical industry benchmark of 4.5%), which reflects the uncertainty in the markets from global events and the economic impact, particularly in the first quarter of 2022.

The charity's non-property investments generated an unrealised gain of £0.2m on year-end valuation.

On 31st March 2022 the total increase in the valuation of all investments (Note 9) included in these accounts is a sum of £1m *(£1.8m in 2021*).

The greater part of our investment value is held in a property portfolio, which is represented by assets that have been gifted to us over many years. The property values are considered annually by our trustees. An updated valuation of the investment property portfolio was carried out in the past year and as a result the value of our properties has increased by £0.9m to £9.5m.

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.

During 2022 two properties were marketed and sold. As such, they have been reclassified in the accounts as Current Assets Held For Sale.

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 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.

During the year ending 31st March 2014, a designated fund was set up for central office development from the profit and revaluation of investment properties. As of 31st March 2022 the value of the Central Office Development Fund was £2.6m. We are looking at new ways of working in light of the Covid-19 pandemic, which we will plan and implement over the next year, releasing any unused funds.

Our intention remains to establish plans for a new office and new ways of working in light of the Covid-19 pandemic and to consult and plan implementation over the next year.

We also had a designated Property Investment Fund that was established in 2016 to use the sums invested in property to provide income for charitable purposes. This fund was increased in 2020-21 to £1.7m and as of 31st March 2022 has a value of £2.2m, reflecting the unrealised gain on the underlying assets.

At the end of 2017, the trustees agreed that a Service Development Fund of £1.5m of reserves should be designated to directly develop and enhance our work with vulnerable children and families over the next

three years. In the year to 31st March 2021 a further transfer of funds from the Property Investment Fund increased the balance of the Service Development Fund to £3.7m and it is our intention to use these funds over the next few years to support vulnerable children and families, in line with our new strategy.

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.

Based on the above assessment, the trustees have estimated that the level of free reserves required to mitigate against the identifiable risks is approximately £1.8m *(£1.3m as of 31st March 2021*).

With the approval of the new strategy that will begin to be implemented in 2022-23, trustees estimate that unrestricted deficits in the region of £3.1m are likely to be incurred over the next three years as we invest in the new strategy and establish new strands of work to support vulnerable children and families.

This gives an estimated total requirement for free reserves of £4.9m.

The level of free reserves is represented by the General Fund which, at year-end, totalled £4.6m *(£3.8m at 31st March 2021*), representing approximately 14 weeks (*16 weeks in 2021*) of planned operating expenditure. Given the above factors, the trustees anticipate that the current level of free reserves will be sufficient to cover the identifiable risks and expected future deficits.

Going concern

Covid-19 had a big impact on many charities' viability in terms of sustainable finances, delivering services and meeting their charitable objects.

Spurgeons, however, is not one of those charities. Our finances are strong, and we have adapted our delivery to the constraints within which we work.

Our income over the past year has proved resilient. Our fundraising income has been impacted by churches being closed and not able to meet in person. However, this makes up a small part of our overall income, and contract income has been maintained.

Colleagues responsible for catering in prisons were placed on furlough and so while our catering income declined significantly this was mitigated in part by the government Covid-19-related funding. Some colleagues in our central office were also placed on furlough; these colleagues were based in our Business Development, Grants and Trusts, Engagement, Finance and Corporate Services, and People teams.

The trustees have analysed a rolling three-year cashflow and scenarios in balance with the investment required to implement our long-term plans for diversification. Because 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

Most of our income comes from contracts with the public sector. Funding from local government remains our main source of funding, followed by the prison sector. We see every contract as a privilege and an invitation to work with a range of partners, communities and families.

Voluntary income is vital to our identity as the UK's leading family charity supporting anyone at all who needs our help, regardless of background or situation. Partnering with supporters and local communities is extremely important to us and we seek to grow in this area. Despite there being no further 'lockdowns' due to the Covid-19 pandemic, 2021-22 has been a challenging year for donation income.

Spurgeons and Fegans fundraising activities

We maintained unique fundraising activities for Spurgeons and Fegans throughout 2021-22, to engage appropriately with our distinct supporter bases and present a calendar of opportunities to respond with support.

An exception to this was the 2021 Christmas Appeal which was an integrated campaign with one theme to begin to expose Fegans' donors to the Spurgeons brand. It was well received and close to £100,000 was received from our supporters.

There is exciting work to be done in the next year to blend the two supporter bases and press forward with an integrated fundraising strategy.

Appeals

Direct mail continues to be our main income generation activity and we were encouraged to receive support from a wide range of supporters over the course of the year.

A notable success was our Young Carers Appeal in February 2022 to raise funds to support young people with a caring responsibility at home in Birmingham and Wolverhampton. Response to this appeal was

humbling – almost £25,000 was raised enabling 37 young people aged between 11 and 16 to attend the 2022 Young Carers Festival.

It was a wonderful, life-affirming experience for these young people, many of whom had not had the chance to take a holiday very often, or come together with peers who live a similar life to them. This was a life changing experience for many which they will not likely forget, growing in confidence and making friends for life.

Fundraising regulator

Spurgeons is registered with the fundraising regulator. All our fundraising policies and procedures are informed by the Code of Fundraising Practice. In everything we do, we are committed to ensuring best practice and excellent donor care. We review this on a regular basis and our Donations Policy and Fundraising Promise are published on our website.

The Complaints Policy is also set out on our website. We received no complaints in relation to our fundraising activity in the year to March 2022.

We are committed to ensuring that all personal data is kept safe and used in a way that individuals are aware of and would reasonably expect. We aim to be clear about how we use all personal data and to give individuals a choice of what they would like to receive from us, which channels they receive this through and how often. We always seek to provide clear and easy ways for people to stop receiving communications from us.

Our GDPR Policy, available on our website, is to ensure all personal data is secure, in line with industry standards and regulations.

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 sub-committees has responsibility for monitoring how we are managing risks relevant to their remit. Their consideration is then reported to the full Board.

Summary of key risks for the charity are:

Risk	Mitigations
Failure to implement and roll out our new strategy	Develop a clear strategic road map Design an organisational scorecard of key targets Align the organisational structure to support the strategy Prepare a financial budget and forecast to support the strategy Set aside designated reserves and assets ready to fund the strategy
Inability to deliver key services due to retention of staff challenges driven by Cost of Living crisis	Ongoing pay and rewards reviews to ensure pay and rewards are competitive Implement staff development programmes with internal promotion opportunities and enhanced training opportunities Develop contingency plans for business continuity Review flexible working opportunities and staff well being packages
A breach of our safeguarding procedures and	Rigorous safeguarding policies and practice in place across the whole charity including essential training for all staff on safeguarding vulnerable adults and children

standards, putting the children we work with at risk	Standards and Outcomes Committee to review safeguarding performance every quarter Peer review of safeguarding incidents and learning reviews where appropriate Practice Improvement Manager who supports safeguarding good practice across projects and services
A failure to maintain the highest standards of Health & Safety across all our sites and new strategic Family Hubs	Hold regular Health & Safety Panels to review controls and standards Work with a Health & Safety external consultant to improve our procedures and policies Ensure all new areas of work and new sites meet the required Health & Safety standards
Failure to diversify and grow our different sources of income due to competition and barriers in the market	Look for opportunities to diversify our income Develop partnerships and networks that align to our strategy Build our bid team and review our approach to winning new bids Review service delivery model to ensure cost effectiveness, efficiency and impact Strengthen relationships with commissioners and explore business development opportunities Develop a strong Family Hub model
Our new fundraising strategy fails to raise sufficient funds in a saturated market	Launch a new brand strategy with a clear USP Recruit a new Fundraising Director to drive a new strategy Invest in a clear fundraising strategy with a clear and compelling ask Review our CRM System and supporter engagement and retention approach Develop clear fundraising KPIs.
Not demonstrating sufficient impact in our work to win further funding	Develop new systems to capture relevant data and impact Build a new team to focus on impact Issue an impact report Develop impact targets as part of our organisational scorecard
Failure to meet our obligations in respect of compliance, regulatory requirements, or good governance	Governance review to be implemented, including reviewing Board Terms of Reference, Trustee skills and roles and sub-committee structure Regulatory requirements built into and regularly reviewed in all our services and new Family Hubs Mandatory GDPR and data protection training
Threat of rising cyber attacks and risk to data integrity	Hold Cyber Essentials Accreditation Regular training for staff Regular review of IT systems, controls and firewalls Annual review of cyber insurance

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), that 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 ongoing training to enable them to fulfill their role, including an obligation to undertake five essential training modules on an annual basis.

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 for information that allows them to carry out their work effectively.

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

- **Finance Committee** – oversees all financial aspects, including setting and managing the internal financial controls, budget setting, management against budget, and investment policy appraisal.

- **Remuneration and Trustee Recruitment Committee** – reviews the remuneration package of the Chief Executive and Senior Executives and is responsible for trustee recruitment.

- **Standards & Outcomes Committee** – examining and reviewing all systems and methods of: Safeguarding, Knowledge and Skills (training), and Health and Safety management and for ensuring the charity is complying with all aspects of the law, relevant regulations and good practice in relation to service beneficiaries.

The Chief Executive acts as the Company Secretary.

Spurgeons prioritises the safety of its staff and clients - we have a Health and Safety panel and 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 as well as social and economic aspects of their work.

The Board have committed to benchmarking their own performance against the Charity Governance Code that is widely recognised as the sector best practice standard. External reviews of our Governance arrangements and practice are carried out at regular intervals, the last being in November and December 2020.

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 (Heads Group). Strategy is drafted by the Chief Executive with the extended leadership team, after consultation and research with specific stakeholders including Spurgeons Heads Group and the trustees. The Board approve the strategy and delegate responsibility for implementing it to the Chief Executive and his team.

Each year the Board review and approve a Delegated Authority Framework that sets out key areas of decision making and where accountability and responsibility for rests. This is set within a biblical framework of 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 Executive Team (SET) consisted of the Chief Executive, Deputy CEO, COO and from 1st July 2021 (following acquisition of Fegans) the Managing Director of Fegans Services, and a Director of Commissioned Services in October 2021. Following the appointment of a new CEO from 1st January a restructure saw a new SLT formed to align to the new strategic priorities with a Director of Commissioned Services, a Director of Non-Commissioned Services, a Director of Finance, IT and Corporate Services and a Director of Fundraising and an extended SLT team to include the roles of Head of People and Culture, Head of Communications and Digital, and Head of Strategic Programmes

and Governance.

Members of the SET (now SLT) have their remuneration reviewed annually by the Remuneration Committee who make a pay recommendation to the Board for approval. Salaries of all other staff 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 a target 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. The Remuneration Policy is published alongside our annual Gender Pay Gap Report.

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

Spurgeons provides insurance to its trustees against liability in respect of actions brought by third parties, subject to the conditions set out in the Companies Act 2006. Such qualifying third-party indemnity insurance remains in force as at the date of approving the Trustee's Annual Report.

Carbon reporting

Consistent with our desire to comply with legislation and to be faithful to our Christian ethos we are committed to being as energy efficient as possible and minimising our impact on the environment. This commitment is realised through our day-to-day choices in how we choose to run our services, from installing low energy lighting to using fair trade products.

Our sites include Children's Centres, Young Carers Services and our head office in Rushden. Perhaps inevitably it is large Children Centres open every day with high footfall that consume the most energy. Our head office is a relatively modest user of energy, especially with more hybrid working arrangements in the year. We have published our Carbon Report on our website.

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

Haysmacintyre 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 Sarah Powley on 7 November 2022:

Sarah Powley

Sarah Powley
Trustee

Independent auditor's report

Opinion

We have audited the financial statements of Spurgeons for the year ended 31 March 2022 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 2022 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 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
- 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 26, 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, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions, 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. 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.

Steven Harper (Senior Statutory Auditor)

For and on behalf of:
Haysmacintyre LLP, Statutory Auditors
10 Queen Street Place,
London
EC4R 1AG

Date:

Company Number 3990460

CONSOLIDATED AND CHARITY
STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 Unrestricted Funds £000s	2022 Restricted Funds £000s	2022 Total Funds £000s	2021 Unrestricted Funds £000s	2021 Restricted Funds £000s	2021 Total Funds £000s
Income from:							
Donations & legacies							
Donations		266	979	**1,245**	*195*	*1,128*	***1,323***
Legacies		479	-	**479**	*251*	-	***251***
Investments:							
Rental income		149	130	**279**	*147*	*116*	***263***
Interest		2	9	**11**	*5*	*7*	***12***
Dividends		243	-	**243**	*120*	-	***120***
Charitable activities:							
Amounts received towards the support of children, young people & families	3	2,305	8,668	**10,973**	*1,952*	*9,207*	***11,159***
Other income							
Funds received on Acquisition of Fegans	18a	478	24	**502**	-	-	-
Funds received on Acquisition of DL Moody Trust	18b	-	425	**425**	-	-	-
Other income		2	-	**2**	-	-	-
Total income		**3,924**	**10,235**	**14,159**	*2,670*	*10,458*	*13,128*
Expenditure on:							
Raising funds:							
Fundraising, marketing & promotion		448	-	**448**	*352*	-	***352***
Investment property costs		87	47	**134**	*150*	*14*	***164***
Charitable activites							
Support of children, young people & families	4	2,946	9,267	**12,213**	*2,363*	*9,626*	***11,989***
Total expenditure	5	**3,481**	**9,314**	**12,795**	*2,865*	*9,640*	*12,505*
Net income/ (expenditure) before net gains / (loss) on investments		443	921	**1,364**	*(195)*	*818*	***623***
Net gains / (loss) on investments	9	983	(7)	**976**	*1,970*	*(150)*	***1,820***
Net income after net gains / (losses) on investments		**1,426**	**914**	**2,340**	*1,775*	*668*	***2,443***
Transfers between funds		147	(147)	**-**	*(2)*	*2*	*-*
Gains on revaluation of fixed assets		203	-	**203**	-	-	-
Net movement in funds		1,776	767	**2,543**	*1,773*	*670*	***2,443***
Total funds brought forward at 1st April	13	11,837	8,479	**20,316**	*10,064*	*7,809*	***17,873***
Total funds carried forward at 31st March	13	13,613	9,246	**22,859**	*11,837*	*8,479*	***20,316***

All of the above results relate to continuing activities. Included within the restricted funds column are endowment funds with a balance as at 31st March 2022 of £511,000 (2021: £92,000). Movements on endowment funds are shown in Note 13.

The notes on pages 34 to 52 form part of these financial statements.

CONSOLIDATED AND CHARITY *Company Number 3990460*

BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022 £000's	2021 £000's
FIXED ASSETS			
Tangible fixed assets	7	393	*102*
Intangible fixed assets	8	39	*41*
Investments	9	13,811	*15,538*
Total fixed assets		14,243	*15,681*
CURRENT ASSETS			
Stock		7	*1*
Debtors	10	1,043	*799*
Investments	12	2,550	*-*
Cash at bank and in hand		5,921	*4,944*
Total current assets		9,521	*5,744*
LIABILITIES			
Creditors: Amounts falling due within one year	11	(905)	*(1,109)*
Net current assets		8,616	*4,635*
TOTAL NET ASSETS		**22,859**	***20,316***
THE FUNDS OF THE CHARITY			
Endowment funds	13(a)	511	*92*
Restricted funds	13(a)		
- D.J. Thomas fund *		4,735	*4,727*
- UK projects fund		4,000	*3,660*
Total restricted funds		9,246	*8,479*
- Designated funds **	13(a)	8,494	*8,084*
- General funds ***	13(a)	5,119	*3,753*
Total unrestricted funds		13,613	*11,837*
TOTAL FUNDS		**22,859**	***20,316***

* The D.J. Thomas fund includes a revaluation reserve of £2,648,000 (2021: £2,648,000).

** Designated funds include a revaluation reserve of £4,195,000 (2021: £3,785,000).

*** General funds include a revaluation reserve for investment property of £2,263,000 (2021: £1,788,000) and a revaluation reserve of £202,781 from the revaluation of the Fegans Freehold Property at 31st March 2022 (see Note 18).

As explained in Note 1e, on 30th June 2021, the assets, liabilities and activities of Fegans and DL Moody were transferred to Spurgeons. Since the transfer of activities, there has been no activity within Fegans and DL Moody as all activities are now undertaken by Spurgeons. On this basis, there is no difference between the charity-only (Spurgeons) figures and the consolidated figures included within the accounts.

Approved by the Board of Trustees and authorised for issue on 7 November 2022 and signed on its behalf by:

Sarah Powley

Sarah Powley

Trustee

CONSOLIDATED AND CHARITY CASH FLOW STATEMENT AS AT 31 MARCH 2022

	Notes	2022 £000's	2021 £000's
Cash flows from operating activities:			
Net cash (used in) / provided by operating activities	**(Note a)**	**(96)**	*(37)*
Cash flows from investing activities:			
Rental Income		279	*263*
Interest and dividends		254	*132*
(Purchase)/disposal of capital equipment		(21)	*1*
Additions at cost: common investment funds		(976)	*(298)*
Disposal proceeds: common investment funds		1,540	*285*
Cash used / (retained) in common funds		(3)	*13*
Cash reclassified as fixed asset investments		-	*(7)*
Net cash provided by investing activities		1,073	*389*
Change in cash and cash equivalents in the year		977	*352*
Cash and cash equivalents at beginning of year		4,944	*4,592*
Cash and cash equivalents at the end of the year	**(Note b)**	5,921	*4,944*

a) **Cash flows from operating activities:**		2022 £000's	2021 £000's
Net cash (used in) provided by operating activities			
Net income		437	*623*
Income from acquisition of Fegans	18	502	-
Income from acquisition of DL Moody	18	425	-
Adjustments for:			
Investments transferred to Spurgeons		(408)	-
Fixed assets transferred to Spurgeons	18	(97)	-
Depreciation charges		32	*54*
Dividends, interest & rents from investments		(533)	*(395)*
(Increase)/decrease in stock		(6)	*11*
(Increase)/decrease in debtors		(244)	*(64)*
(Decrease)/increase in creditors		(204)	*(271)*
Decrease in pension bonds		-	*5*
Net cash (used in) / provided by operating activities		**(96)**	*(37)*

b) ANALYSIS OF CHANGES IN NET FUNDS

	At 1 April 2021 £000's	Cashflow £000's	Non-cash changes £000's	At 1 April 2022 £000's
Cash at bank and in hand	3,819	977	-	4,796
Notice deposits (less than 3 months)	1,125	-	-	1,125
	4,944	**977**	**-**	**5,921**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2022

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 1st 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 their plans and the impact of the acquisition of Fegans and DL Moody on 30th June 2021.

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. Parent charity disclosure exemptions

In preparing the separate financial statements of the parent charity, advantage has been taken of the following disclosure exemptions available in FRS102:

The statement of financial activities and cash flow of the charity have not been presented, as disclosure has been provided in respect of the group as a whole; and

No disclosure has been given for the aggregate remuneration of the key management personnel of the parent charity as their remuneration is included in the totals for the group.

e. Basis of consolidation

The consolidated accounts of the group incorporate the accounts of the charity and its subsidiary undertakings, all of which were prepared to 31st March 2022. The subsidiaries Fegans, and DL Moody are consolidated from the date when control passed which was 30th June 2021. The detail of the acquisition is shown in Note 18. The results of the subsidiary undertakings are consolidated on a line-by-line basis within the consolidated statement of financial activities (SOFA).

Intercompany transactions and balances between group companies are therefore eliminated in full. A separate SOFA for the charity is not presented as permitted by the SORP and the Companies Act 2006.

At the date control was passed to Spurgeons (30th June 2021) all assets, liabilities and activities transferred to Spurgeons. Therefore, neither Fegans or DL Moody has had any activity from 1st July 2021. On this basis there is no difference between the consolidated and charity figures included within the accounts.

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

For legacies, entitlement is taken as the earlier of the date of notification that a distribution will be made and when a distribution is received from an estate.

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.

g. 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.

h. 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

'*Depreciation had not previously been provided on the Fegans freehold building in Tunbridge Wells, which is used for charitable purposes. Note 18 shows that at the acquisition date of 30th June 2021 this building was included at cost £97,219 in accordance with the accounting policy adopted before transfer to Spurgeons. The Freehold Property has been revalued to fair value on acquisition of £300,000 at 1st July

2021. Depreciation will be applied to this from 1st April 2022 in line with the Spurgeons policy and the trustees are satisfied that the impact of non-depreciation for the period to 31st March 2022 is immaterial.

i. Intangible fixed assets

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

j. 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.

The marketing and sale of two residential properties was concluded in July and August 2022 respectively.

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

k. Current asset investments

The marketing and sale of two residential properties is under way and expected to be concluded and the proceeds reflected in the 2022-2023 Annual Accounting Period. The trustees have taken the decision to reclassify these properties to Current Assets Held for Sale in the Annual Accounts to 31st March 2022, further disclosure is provided in Note 12.

l. Stocks

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

m. 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.

n. 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 £386,034 (*£321,000 in 2021*). The comparative for Fegans was £23,109 (2021: *£24,290*).

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.

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

p. 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 included in the Statement of Financial Activities when probate is granted, the charity is entitled to the legacy and the executors have established there are surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

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 £885,000.

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 update 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 amounts accrued within creditors was £87,164 *(2021: £75,000*).

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.

Note 3. ANALYSIS OF AMOUNTS RECEIVED TOWARDS THE SUPPORT OF CHILDREN & YOUNG PEOPLE & FAMILIES YEAR ENDED 31 MARCH 2022

	Unrestricted Funds £000's	Restricted Funds £000's	2022 Total £000's	2021 Total £000's
Fees and other project income	301	258	559	*341*
Churches and other partners	-	-	-	-
Catering	93	-	93	*67*
Statutory sector				
Local authorities	1,756	7,703	9,459	*9,912*
NOMS	155	707	862	*839*
Total	2,305	8,668	10,973	*11,159*

ANALYSIS OF AMOUNTS RECEIVED TOWARDS THE SUPPORT OF CHILDREN & YOUNG PEOPLE & FAMILIES YEAR ENDED 31 MARCH 2021

	Unrestricted Funds £000's	Restricted Funds £000's	2021 Total £000's	2020 Total £000's
Fees and other project income	199	142	341	*352*
Churches and other partners	-	-	-	-
Catering	67	-	67	*203*
Statutory sector				
Local authorities	1,531	8,381	9,912	*10,157*
NOMS	155	684	839	*848*
Total	1,952	9,207	11,159	*11,560*

Note 4. ANALYSIS OF AMOUNTS EXPENDED IN THE SUPPORT OF CHILDREN, YOUNG PEOPLE AND FAMILIES YEAR ENDED 31 MARCH 2022

	Unrestricted Funds £000's	Restricted Funds £000's	2022 Total £000's	2021 Total £000's
Type of project				
Children's centres	2,087	7,336	9,423	*9,433*
Children & young people affected by imprisonment	237	962	1,199	*1,085*
Family support	505	491	996	*873*
Youth, community & young carers	117	478	595	*598*
Other	-	-	-	-
	2,946	9,267	12,213	*11,989*

ANALYSIS OF AMOUNTS EXPENDED IN THE SUPPORT OF CHILDREN, YOUNG PEOPLE AND FAMILIES YEAR ENDED 31 MARCH 2021

	Unrestricted Funds £000's	Restricted Funds £000's	2021 Total £000's	2020 Total £000's
Type of project				
Children's centres	1,859	7,574	9,433	*9,275*
Children & young people affected by imprisonment	214	871	1,085	*1,256*
Family support	172	701	873	*1,070*
Youth, community & young carers	118	480	598	*770*
Other	-	-	-	3
	2,363	9,626	11,989	12,374

Note 5. TOTAL EXPENDITURE YEAR ENDED 31 MARCH 2022

	Staff Costs (Note 6) £000's	Depreciation £000's	Other Costs £000's	2022 Total £000's
Expenditure on raising funds				
- Fundraising, marketing & promotion	290	-	158	448
- Investment property costs	-	-	134	134
Charitable expenditure				
- Project costs	9,640	9	2,565	12,214
	9,930	9	2,857	12,796

TOTAL EXPENDITURE YEAR ENDED 31 MARCH 2021

	Staff Costs (Note 6) £000's	Depreciation £000's	Other Costs £000's	2021 Total £000's
Expenditure on raising funds				
- Fundraising, marketing & promotion	202	-	150	352
- Investment property costs	-	-	164	164
Charitable expenditure				
- Project costs	8,445	31	3,513	11,989
	8,647	31	3,827	12,505

Note 5 (cont.) NET MOVEMENT IN FUNDS

	2022 £000's	2021 £000's
The net movement in funds is stated after charging:		
Depreciation	32	*54*
Operating lease rentals - buildings	98	*118*
Operating lease rentals - other	43	*39*
Auditor's remuneration (including VAT) - audit	21	*17*

SUPPORT COSTS

Operational management	529	*840*
Business development	120	*232*
Finance, IT & corporate services	670	*702*
Human resources & people development	288	*294*
Governance	63	*74*
Other central support and administration	51	*56*
	1,721	*2,198*

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

	2022 £000's	2021 £000's
Audit	21	*17*
Trustees' expenses	1	*1*
Other costs	34	*50*
Professional indemnity insurance	7	*6*
	63	*74*

Note 6. STAFF COSTS

	2022 £000's	2021 £000's
Wages and salaries	8,727	*7,634*
Social security costs	690	*636*
Pension costs	513	*377*
	9,930	*8,647*

Employee emoluments over £60,000

	2022 Number	2021 Number
Employees continuing in service:		
£60,001 to £70,000	3	*1*
£70,001 to £80,000	-	*-*
£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 £34,095 (2021: £34,235).

The key management personnel for the organisation consists of the trustees and three members of the Senior Leadership Team.
The total emoluments in the year, including gross salary, employers pension contribution and benefits in kind, were £252,177 (2021: £304,038).

The average number of employees (including casual workers) in the year was 337 (2021: 357).
The average number of full time equivalent employees (including casual workers) in the year was 267 (2021: 277).
The charity paid £29,109 in redundancy and termination payments during the year (2021: £2,650).

Analysis of full time equivalent employees

	2022 FTE	2021 FTE
Central departments and regional offices	37	*41*
Projects and services	269	*236*
	306	*277*
Average salary cost	*£28,520*	*£27,580*

Note 7. TANGIBLE FIXED ASSETS

	Computer Equipment Fixtures & Fittings £000's	Permanemt Endowment Freehold Property £000's	Freehold Property £000's	Total £000's
Cost/valuation				
At 1 April 2021	180	185	-	365
Additions	-	-	-	-
Additions from Acquisition of Fegans	10	-	97	107
Disposals	(3)	-	-	(3)
Revaluations	-	-	203	203
As at 31 March 2022	187	185	300	672
Accumulated depreciation				
At 1 April 2021	170	93	-	263
Charge for the year	5	4	-	9
Additions from Acquisition of Fegans	10	-	-	10
Disposals	(3)	-	-	(3)
As at 31 March 2022	182	97		279
Net book value				
As at 31 March 2022	5	88	300	393
At 1 April 2021	*10*	*92*	-	*102*

The carrying value of freehold property is deemed cost as previously adopted under UK GAAP.
All tangible fixed assets are used for charitable purposes.

Note 8. INTANGIBLE FIXED ASSETS

	Computer Software £000's
Cost	
At 1 April 2021	114
Additions	21
Disposals	-
As at 31 March 2022	**135**
Accumulated depreciation	
At 1 April 2021	73
Charge for the year	23
Disposals	-
As at 31 March 2022	**96**
Net book value	
At 31 March 2021	**39**
At 1 April 2021	*41*

Note 9. FIXED ASSET INVESTMENTS

		2022 £000's	2021 £000's
a)	**Analysis of investments by class**		
	UK Common investment funds	5,203	*5,265*
**	Investment properties	6,945	*8,610*
	Notice deposits (less than 3 months)	1,663	*1,663*
	Total investments - charity	13,811	*15,538*
	Pension bonds (see note 1.j)	-	*-*
	Total investments	13,811	*15,538*
b)	**Movement in market value of investments**		
	Market value as at 1 April	15,538	*13,716*
	Additions at cost: Common investment funds	976	*298*
	Additions from the acquisition of DL Moody Trust	408	*-*
	Disposal proceeds: Common investment funds	(1,540)	*(285)*
	Cash used / retained in Common funds	3	*(13)*
	Acquisitions at cost: Notice deposits	-	*7*
**	Reclassification to Current Asset Investments	(2,550)	*-*
	Disposal at cost : Pension bonds	-	*(5)*
*	Revaluation investment property	885	*1,023*
	Revaluation common investment funds	91	*797*
	Market value as at 31 March	13,811	*15,538*
	Historic cost of common investment funds	3,539	*3,539*
	Historic cost of investment properties	389	*389*

Valuations were carried out by Paul Goodsir, BSc (Hons) MRICS as at 31st March 2022.

* Includes revaluation loss of £150,000 in 2021 on DJ Thomas investment property.

** The marketing and sale of two residential properties is underway but had not reached exchange of contracts by 31st March 2022. Accordingly the proceeds will be reflected in future periods.
The trustees have taken the decision to reclassify these properties to Current Assets Held For Sale in the Annual Accounts to 31st March 2022. Further details are disclosed in Note 12 Current Asset Investments.

Note 10. DEBTORS: Amounts falling due within one year

	2022 £000's	2021 £000's
Trade debtors	222	*116*
Prepayments & accrued income	817	*671*
Other debtors	4	*12*
	1,043	*799*

Note 11. CREDITORS: Amounts falling due within one year

	2022 £000's	2021 £000's
Trade creditors	16	*152*
Accruals & deferred income	505	*638*
Taxation & social security	149	*158*
Pension contributions	217	*150*
Other creditors	18	*11*
	905	*1,109*

Note 12. INVESTMENTS: Held for sale

	2022 £000's	2021 £000's
Investment property	2,550	-
	2,550	-

The trustees have taken the decision to reclassify two properties to Current Assets Held For Sale in the Annual Accounts to 31st March 2022.
In the year ended 31/3/2021 both properties were included within Fixed Asset Investments.
The properties are shown at fair value. Valuations were carried out by Paul Goodsir, BSc (Hons) MRICS as at 31st March 2022.

Note 13. Funds

a) MOVEMENT IN FUNDS FOR THE YEAR ENDED 31 MARCH 2022

		Balance at 1 April 2021 £000's	Income £000's	Expenditure £000's	Investment Gains/ (losses) £000's	Transfers £000's	Acquisitions £000's	Balance at 31 March 2022 £000's
	RESTRICTED FUNDS							
(i)	Foundation trust -							
	Permanent endowment	*92*	-	(4)	-	-	-	88
(ii) *	Acquisition of DL Moody permanent endowment	*-*	8	(3)	(7)	-	425	423
(iii)	UK projects	*3,660*	9,423	(8,967)	-	(147)	-	3,969
(iv)	D. J. Thomas	*4,727*	132	(124)	-	-	-	4,735
*	Acquisition of Fegans	-	223	(216)	-	-	24	31
	TOTAL RESTRICTED	***8,479***	**9,786**	**(9,314)**	**(7)**	**(147)**	**449**	**9,246**
	UNRESTRICTED FUNDS							
	Designated funds							
(v)	Central office development fund	*2,614*	-	-	-	-	-	2,614
(vi)	Property investment fund	*1,770*	-	-	410	-	-	2,180
(vii)	Service development fund	*3,700*	-	-	-	-	-	3,700
	General funds							
(viii)	General funds	*3,753*	2,788	(2,722)	573	147	-	4,539
*	Acquisition of Fegans	-	658	(759)	-	-	478	377
*	Revaluation Reserve	*-*	-	-	-	-	203	203
	TOTAL UNRESTRICTED	***11,837***	**3,446**	**(3,481)**	**983**	**147**	**681**	**13,613**
	TOTAL FUNDS	***20,316***	**13,232**	**(12,795)**	**976**		**1,130**	**22,859**

* See Note 18 for full disclosure of the acquisition of Fegans and DL Moody

b) MOVEMENT IN FUNDS FOR THE YEAR ENDED 31 MARCH 2021

		Balance at 1 April 2020 £000's	Income £000's	Expenditure £000's	Investment Gains/ (losses) £000's	Transfers £000's	Balance at 31 March 2021 £000's
	RESTRICTED FUNDS						
(i)	Foundation trust -						
	Permanent endowment	*95*	-	(3)	-	-	92
(iii)	UK projects	*2,867*	10,334	(9,543)	-	2	3,660
(iv)	D. J. Thomas	*4,847*	124	(94)	(150)	-	4,727
	TOTAL RESTRICTED	***7,809***	**10,458**	**(9,640)**	**(150)**	**2**	**8,479**
	UNRESTRICTED FUNDS						
	Designated funds						
(v)	Central office development fund	*2,614*	-	-	-	-	2,614
(vi)	Property investment fund	*3,160*	-	-	810	(2,200)	1,770
(vii)	Service development fund	*1,500*	-	-	-	2,200	3,700
	General funds						
(viii)	General funds	*2,790*	2,670	(2,865)	1,160	(2)	3,753
	TOTAL UNRESTRICTED	***10,064***	**2,670**	**(2,865)**	**1,970**	**(2)**	**11,837**
	TOTAL FUNDS	***17,873***	**13,128**	**(12,505)**	**1,820**	**-**	**20,316**

Note 13. Funds (Continued)

(i) 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.

(ii) 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:

(a) For the advancement of the Christian faith
(b) For the advancement of education

(iii) 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:
1. The meeting of net deficits from general funds on restricted funded projects which are not receoverable from future funding.
2. The movement of restricted funded project surpluses to general funds where either the projects have ended or no further contractual liabilities exist.

(iv) 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.

(v) The central office development fund was designated by the trustees in 2014-15 for the provision of the appropriate infrastructure for the long term purposes of the charity; to provide for the future office needs of the organisation. The current fund value of £2,614,000 is being held in place whilst decisions are made post Covid.

(vi) 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. In light of the plans to invest to deliver the new strategy to support vulnerable children and families over the coming years, the balance of this fund has been transferred to the service development fund (see below).

(vii) 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. Funds from the property investment fund (above) have been transferred into this fund with the intention of using these funds over the next few years to deliver the new strategy to support vulnerable children and families.

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

Note 13. Funds (Continued)

c) ANALYSIS OF ASSETS BETWEEN FUNDS AS 31 MARCH 2022

		Tangible Fixed Assets £000's	Intangible Fixed Assets £000's	Investments £000's	Net current Assets £000's	Total £000's
	Unrestricted funds	5	39	11,493	1,496	13,033
*	Unrestricted funds from acquisition of Fegans	97	-	-	280	377
*	Revaulation of fixed asset	203	-	-		203
	Restricted funds - UK projects	-	-	-	3,969	3,969
	Restricted funds - D. J. Thomas	-	-	4,470	265	4,735
*	Restricted funds from Acquisition of Fegans	-	-	-	31	31
		305	39	15,963	6,041	22,348
	Foundation trust -					
	Permanent endowment	88	-	-	-	88
*	Permanent endowment DL Moody	-	-	398	25	423
	Total	393	39	16,361	6,066	22,859

* Note 18 for full disclosure of the acquisition of Fegans and DL Moody

d) ANALYSIS OF ASSETS BETWEEN FUNDS AS 31 MARCH 2021

	Tangible Fixed Assets £000's	Intangible Fixed Assets £000's	Investments £000's	Net current Assets £000's	Total £000's
Unrestricted funds - General	10	41	11,103	683	11,837
Restricted funds - UK projects	-	-	-	3,660	3,660
Restricted funds - D. J. Thomas	-	-	4,435	292	4,727
	10	41	15,538	4,635	20,224
Foundation trust -					
Permanent endowment	92	-	-	-	92
Total	102	41	15,538	4,635	20,316

Note 14. TRANSACTIONS WITH TRUSTEES

During the year the Charity reimbursed expenses of £1,267 (2021: £982) incurred by five trustees (2021: six trustees) 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.

Note 15. RELATED PARTY TRANSACTIONS

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

Note 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.

Note 17. OPERATING LEASES COMMITMENTS

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

	2022 Property £000's	2022 Equipment £000's	2021 Property £000's	2021 Equipment £000's
Minimum rentals falling due:				
Not later than one year	*10*	*14*	*40*	*22*
Later than one year, not later than 5 years	*104*	*18*	*106*	*18*
Later than 5 years	-	-	-	-
	114	32	*146*	*40*

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

	2022 Commercial (Lease) £000's	2022 Residential (Tenancy) £000's	2021 Commercial (Lease) £000's	2021 Residential (Tenancy) £000's
Minimum rentals receivable within:				
Not later than one year	*105*	*108*	*78*	*105*
Later than one year, not later than 5 years	*322*	*281*	*30*	*70*
Later than 5 years	-	-	-	-
	427	389	*108*	*175*

Note 18. Acquisition of Fegans and DL Moody Trust at 30th June 2021

Note 18a. Acquisition of Fegans

At Midnight on 30th June 2021, the activities and assets of Fegans. Registered Charity No. 209930, were transferred to Spurgeons. From this date Fegans has no activity and is now dormant.

The following assets and liabilities were transferred to Spurgeons and are shown as other income in the Statement of Financial Activities, and within each asset class in the Spurgeons Balance Sheet as at 30th March 2022.

	Balance at 30-Jun 2021 £000's
Fixed assets	
Tangible fixed assets	97
Current assets	
Debtors	98
Deposits and cash in hand	479
	577
Creditors amount falling due within one year	(172)
Net current assets	405
Total net assets	**502**
The funds of the Charity:	
Funds and reserves	
Unrestricted funds	
General funds	242
Designated funds	236
Restricted funds	24
Total funds	**502**

On acquisition Spurgeons has revalued the tangible fixed asset. a freehold buildng in Tunbridge Wells used for charitable purposes, to its fair value at that date of £300,000. Depreciation will be charged from 1st April 2022.
The unrealised gain of £202,781 is shown within the Statement of Financial Activies as gains/(losses) on revaluation of fixed assets, and as a separate line within fixed assets in Note 7 Tangible Fixed Assets.

Note 18b. Acquisition of DL Moody Trust

The Charity, known as the DL Moody Trust, was administered by the trustee, Fegans, in accordance with the scheme of the Charity Commissioners dated 27th August 1980.
The capital of the trust is held in a non-expendable endowment fund.

At midnight on 30th June 2021, the activities and all asset and liabilities of DL Moody trust, Registered Charity No 284547, were transferred to Spurgeons and from this date DL Moody became a subsidiary of Spurgeons.

The following assets and liabilities were transferred to Spurgeons and are shown as other income in the Statement of Financial Activities, and within each asset class in the Spurgeons Balance Sheet as at 30th March 2022.

	Balance at 30-Jun 2021 £000's
Fixed assets	
Listed investments	408
Current assets	
Cash held by investment manager	9
Cash at bank and in hand	10
	19
Creditors amount falling due within one year	(2)
Net current assets	17
Total net assets	**425**
The funds of the Charity:	
Funds and reserves	
Endowment funds	**425**

Specific acknowledgements

Certain funders require a specific acknowledgement of their grant. The following grants and their related expenditure are shown under Restricted Funds in the Statement of Financial Activities.

- The National Lottery Community Fund, Reaching Communities – Grant received for our Invisible Walls project: £140,775 *(£164,616 in 2021*).
- Comic Relief (KFC) – Grant received for our BeLeave project: £0 *(£55,000 in 2021*). The BeLeave project ended in September 2021.
- The Rayne Foundation – Grant received for our BeLeave Project: £0 *(£20,000 in 2021*). The project closed in September 2021.
- SafeLives – Grant received for our Norwich Connect Project: £0 *(£484,669 in 2021*) of which all was spent in the year, with the project ending in December 2022.
- The Maurice and Hilda Charitable Trust – Grant received for our Invisible Walls project: £10,000 *(£10,000 in 2021*) of which £10,000 received in the year will carry forward to 2022-2023.
- Department of Health and Social Care; VCSE Health and Wellbeing Fund – Grant received for our Birmingham Forward Steps Perinatal Mental Health Project: £83,813 of which £7,476 was carried forward from 2020-21 *(£16,059 in 2021)*. The balance of £8,141 will carry forward to 2022-23 or if required be returned to the funder.

Reference and administrative details

Trustees and directors

Michelle Brissett (1)	
David Buchan (1)	(Appointed 14 July 2021)
Andrew Caplen (1, 2, 3)	(Chair of Trustees) (Resigned effective 31 January 2022)
Ali Collins	(Appointed 14 July 2021)
Jennifer Emery (3)	(Vice-Chair from 10 February 2022)
Philip Green (2)	(Vice-Chair from 10 February 2022)
Chris James (2, 3)	(Appointed 23 April 2020)
Sarah Powley (1, 2, 3)	(Interim Chair of Trustees from 10 February 2022)
Nicky Rayner (2)	
Safron Rose	(Resigned effective 6 October 2022)
Nigel Wildish (1, 3)	(Resigned effective 25 September 2021)
Sian Wrangles	
Timothy Elwell-Sutton (2)	(Appointed 6 October 2022)
Linda Emery (3)	(Appointed 6 October 2022)
Elijah Kirby	(Appointed 6 October 2022)
Michael Rebeiro	(Chair of Trustees appointed 6 October 2022)

(1: Member of the Finance Committee; 2: Member of the Standards and Outcomes Committee; 3: Member of the Remuneration and Trustee Recruitment Committee)

Senior officers

Ross Hendry – Chief Executive (until 13 October 2021)
Paul Ringer – Deputy Chief Executive (until 20 April 2022)
Sue Gillespie – Chief Operating Officer (until 31 March 2022)
Ian Soars – Chief Executive (from 1 January 2022), previously Managing Director of Fegans Services and Special Projects (until 31 December 2021)
Lorraine White – Director of Commissioned Services (from 11 October 2021)
Annelize Mynhardt - Director of Finance, IT and Corporate Services (from 11 July 2022)
Caroline Greer - Director of Fundraising and Transformation (from 25 July 2022)
Don Esson – Director of Church and Family Hubs (from 31 October 2022)

Registration details

Registered Office
Spurgeons
74 Wellingborough Road
Rushden
Northamptonshire, NN10 9TY

Registered Charity Number: 1081182 Company Number: 3990460

Professional advisors for the year ended 31st March 2022

Investment managers
Epworth Investment Management Ltd
9 Bonhill Street,
London EC2A 4PE

Brewin Dolphin Ltd
12 Smithfield Street,
London EC1A 9BD

Financial advisers
Crowe Financial Planning UK Limited
55 Ludgate Hill,
London. EC4M 7JW

Bankers
Barclays Bank PLC
4 Waterside Way, Bedford Road,
Northamptonshire, NN4 7XD

Lloyds Bank PLC
82 Mount Pleasant Road,
Tunbridge Wells TN1 1RP

Property managers
Goodsir Commercial
9-10 Domingo Street,
London, EC1Y 0TA

Solicitors
Anthony Collins Solicitors LLP
134 Edmund Street,
Birmingham, B3 2ES

Wilson Browne
Kettering Parkway South,
Kettering, NN15 6WN

Independent auditor
Haysmacintyre LLP
10 Queen Street Place,
London, EC4R 1AG

SPURGEONS

England & Wales - Charity number 1081182

Accounts



Spurgeons Annual Report 2020/21

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Welcome

Spurgeons Children's Charity was founded over 150 years ago by the great Baptist preacher, C.H. Spurgeon. His desire was to provide a secure and loving environment so that disadvantaged children had the benefit of a home background where they would be able to flourish as they grew into adulthood. That orphanage has now grown into the successful transformative charity and even in a year when our work was significantly impacted by the Covid-19 pandemic we still worked intensively with over 6,000 children and young people and our services touched the lives of over 20,000 people. Our work covers Children's Centres, schools' counselling, assisting victims of domestic abuse dads in prisons, supporting Young Carers, and coming alongside children at risk of being involved with gangs.

Throughout all of our work there are constants. Firstly, the overwhelming passion of both our staff and trustees to make a difference in the lives of children, young people and families experiencing disadvantage. Secondly, the profound Christian faith of our founder continually encourages us to seek to make a difference in today's world.

Our annual report celebrates what we have achieved over the past year (up to March 2021), but also conveys our ambitions for the future. We are hopeful for the impact we can make in the years to come because we are building from firm foundations that includes our strong financial position and robust level of assets that we intend to use to implement our new organisational strategy that was agreed by the Board earlier this year. Our long-term plans are already taking shape with the acquisition of Fegans in July 2021. Like Spurgeons, Fegans has over 150 years of being motivated by the Christian faith to deliver services that transform the lives of vulnerable children, young people and families. Together, and with even greater plan ahead, we fully intend to make a significant impact on many more children's lives in the future.

This will also be the last Annual Report and Accounts overseen by our current Chief Executive, Ross Hendry. Ross has been faithfully and effectively leading the charity for the last seven years, and we are thankful for his stewardship of the charity. He leaves us with a strong legacy of having transformed the lives of tens of thousands of children in recent years and in an exciting place for the future.

I and my fellow Trustees give great thanks for all the work that this report reflects and the lives of those Spurgeons services and projects, staff and volunteers, supporters and partners that have helped us change for good.

Andrew Caplen, Chair of Spurgeons Board of Trustees

Our mission

Inspired by the Christian faith, Spurgeons vision is to see all children equipped, empowered and inspired in ways that enable them to realise the fullness of their potential.

This vision is rooted in the Christian faith which, in turn, shapes our mission to provide support for children, young people and families who are experiencing difficulties or challenges, so that they can have a better present and a hopeful future. This has been integral to our work since we were founded in 1867 by Charles Haddon Spurgeon, with the support of Ann Hillyard and many others who were motivated by their faith to help children and young people who could not live with their families.

The Trustees confirm that they have referred to the Charity Commission public benefit guidance in compiling this report, and that what Spurgeons does contributes to its charitable objects in this regard.

Spurgeons in a snapshot

Spurgeons seeks to equip, empower, and inspire:

1. **Families who are disadvantaged or struggling to cope with their difficulties,**
2. **Children who carry emotional burdens and heavy responsibility, and/or**
3. **Young people who have been, or are, at significant risk of being harmed or exploited.**

During the year up to the end of March 2021:

- We worked intensively with 6028 children and young people, and through our projects had contact with over 20,000 children and adults (6,891 and 13,307 respectively)
- We ran 45 projects across 17 local authority areas
- 783 children were identified in safeguarding incidents we responded to
- 98% of our service users said we treated them well (sample of 1371 service users), and we received 2 complaints over the course of the year
- 75% of our practice goals were met when working with children and families who needed support (sample 2544)
- 86% of children whose outcomes we measured with an evidence-based measuring tool called outcomes star showed positive progress
- We kept all of our services operational during the pandemic and adapted how we work to be able to maintain contact with the families who needed us most
- What we achieve is based on the dedication, expertise and passion of our entire team at Spurgeons. Our team is made up of 401 staff (including 55 secondees), 248 volunteers (different individuals who volunteered at some point over the 12 months), and thousands of faithful supporters.

How we work

Spurgeons supports and empowers vulnerable children and young people through running projects that deliver support directly to them, their families and professionals who are also able to help address the challenges and disadvantages they face. As a Christian children's charity we work with all our heart and expertise, because we are driven by sense of mission and living our values.

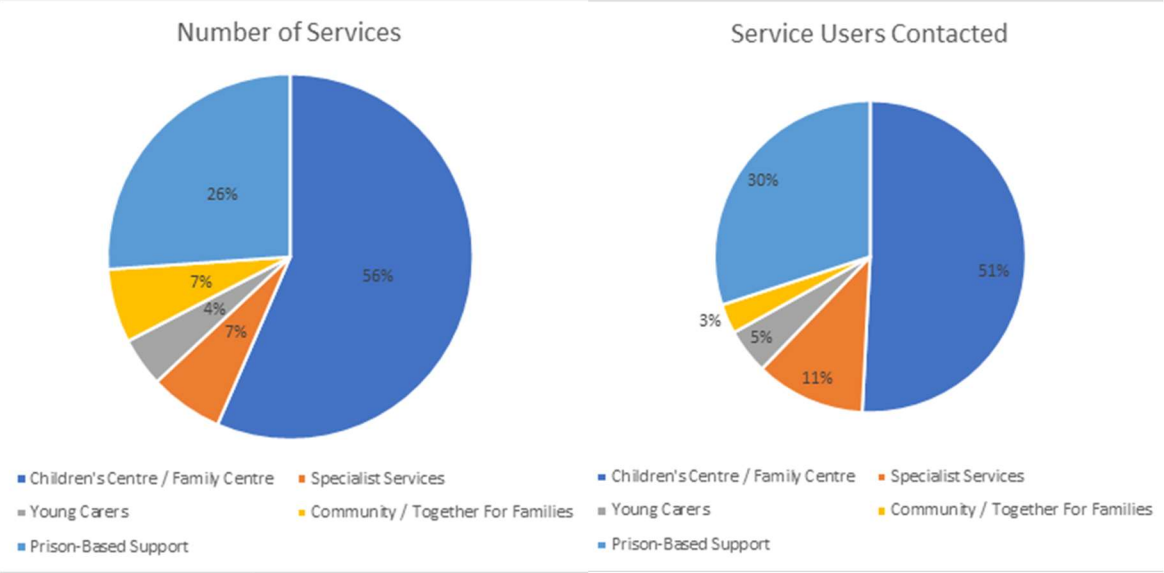
Our projects, services and how they are supported

The 45 projects run across 17 local authority areas in England over the past year include:

- Children and Family Centres
- Prison visitor and family support services
- Delivering Cafcass' Separated Parents Information Programme
- Young Carers Services, and

specialist services tackling issues including:

- Domestic Violence and Abuse Project, and
- Girls in gangs



Most of our work is carried out within provisions set out by contracts we have with public sector commissioners, with some specialist services supported through raising voluntary income, from the income we generate from the assets we hold and, if necessary reserves.

Our central support teams are based in our Head Office in Rushden, Northamptonshire, although these offices have been closed throughout 2020/21 because of Coronavirus restrictions.

Where we seek to raise issues in the public square this is to amplify the voice and experience of the families we work with and members of the Spurgeons team who work with them.

Our team

A breakdown in numbers

On 31 March 2021 Spurgeons employed a total of 401 members of staff, including 55 colleagues on secondment from other bodies. The nature of our work and the sector we work in, as well as our staff's personal circumstances, means that many of these employees have casual contracts (11%), or work part-time (34%). This means that about a half (54%) of our paid team are full-time Spurgeons employees. 92% of our workforce stated their gender as female and 67% declared their ethnicity as 'white'. There is no such thing as an 'average' employee, but from a statistical perspective, based on our HR data, the 'average' Spurgeons employee is a 43-year old woman, working approximately 28 hours a week for us.

Equal opportunities

One of our core values is to be inclusive. This means that we recognise each person as a unique individual, treating them with respect and celebrating diversity. We express this through our equality and diversity policy that is reported to the Board and available to all staff and volunteers through our intranet and to the wider public through our website.

There are a small number of roles in Spurgeons that have an Occupational Requirement (OR) to be a Christian. There are less than ten paid posts that have an OR. They are currently limited to the Senior Executive Team, Head of Engagement, two roles in Engagement and our Together for Families workers.

Following the murder of George Floyd in 2021 we commissioned an external consultant to review the experience of BAME colleagues as well as women and those from different faith backgrounds. The report, delivered to the Executive in March 2021, highlighted much good practice but also areas where our inclusivity and representation could be better. Trustees will consider during the course of this year how the report's recommendations can inform our continued commitment to be an inclusive caring employer.

Volunteer support

Volunteers are an essential and an important part of our workforce. Because of Coronavirus related social restrictions our volunteers' contribution had to change sometimes considerably compared to their role before the pandemic. In some locations many volunteers could not take part in any activity while other projects benefitted from many new volunteers coming forward. This meant that over the 12 months 248 individuals volunteered their time to help us support children, families and vulnerable adults. With those who could not help us directly we continue to correspond with them, and many remain engaged with their local project and expect to resume their role in 2021. As they return to work, we will continue to ensure that everyone's training in safeguarding, equality and diversity, health and safety and data protection (GDPR) is up to date.

Central Office Chaplain

This was the first full year for our Central Office to have a volunteer chaplain whose purpose is the support the pastoral needs of colleagues (employees and volunteers) whose role is based out of our Rushden Office. The Chaplain's work will be carried out in a way

that is consistent with Spurgeons statement of faith and our organisational values, and at times he fulfils a wider role in meetings and settings open to colleagues from across the charity. This includes but is not limited by our weekly bible reflections and prayer meeting each Monday morning. This is open to everyone in Spurgeons who would like to attend and is led by a member staff, trustee, chaplain, or a local church leader.

What we have done and achieved over the year

During 2020-21 we continued to deliver remarkable stories of transformation and performance in relation to reach, support, and outcomes achieved. We are grateful for the Lord's faithfulness, the prayers of our supporters, and the commitment, resilience and professionalism of our whole team.

Though the Covid-19 crisis obviously had an impact on what we thought the year would look like in February 2020 our team and each project adapted quickly and effectively to continue supporting thousands of children, young people and families.

One of the ways we measure our effectiveness and impact is through asking service users whether they would recommend us to a trusted family member or friend. They give us a score between one and ten. A score of six or lower is considered to mean the responded it a detractor, and a score of nine or ten meant they are a promoter. This is a widely used standard measurement tool that produces a Net Promoter Score. An organisations score can be between -100 and +100.

In 2020/21 Spurgeons received a Net Promoter Score of +47. This places us in the "very good" category. It is lower than last year's score of +57. However, this year our sample size was lower (year ending March 2021 = 599 respondents; year ending March 2020 = 1,900 respondents), and we placed much more emphasis on hard to reach and more vulnerable service users responses.

This score reflects the great work of our service-based team. It is also made possible by the support they receive from our central support teams that have been based in our Rushden Head Office. In March 2020 all our Rushden based teams moved swiftly to working virtually, and our Head Office has been closed the entire year. Our priority during 2020 was to reopen our local projects and sites to enable the families in greatest need to see someone in person and have a safe place to go if they needed. Most of our support through local services moved online, or was delivered by phone, or socially distanced home visits. In many areas we adapted more quickly and provided greater continuity of support than many of our partner organisations.

This meant that we were able to keep delivering transformational support to our current three target groups of children, young people, and families.

1. **Families who are disadvantaged or struggling to cope with their difficulties**

Children and Family Centres account for over half of our work as a charity, measured in the number of projects we run (56%) and numbers of families we have contact with (51%). Their size and scale can vary considerably, but what remains consistent across all of our centres is a commitment to providing early intervention through skilled and caring support for parents. The work of our centres can span a range of activities, from being a 'universal' safe place for parents and young children to gather and play to providing specialist interventions that address complex and dangerous issues such as domestic violence.

This last year was very challenging for our team as many centres had to close during the first lockdown. We worked incredibly hard – local teams supported by central services – to re-open as soon as we could, and in all of our contract areas we had sites re-open to see families in April and May 2020, albeit with strict social distancing and safety restrictions in place. Our work moved from early intervention to crisis support and delivering food and essential help to the families in greatest need.

Across all of or centres we delivered:

- 218 different aspects / strands of work
- 75% of goals set between the keyworker and service user were met; 1917 in total
- 86% of families completing Family Star Plus saw a positive movement; 157 in total

Pandemic leads to new opportunities for Wiltshire Children's Centres to engage with families in areas of deprivation

During the first lockdown in 2020 our team in Wiltshire identified new opportunities to engage with families where historically there had been a lack of parental engagement. This was exemplified by the work done to engage families in The Friary, Salisbury.

The Friary is an area of deprivation and parental engagement is something that has always been a challenge. Fran, one of our team based in the area, is particularly passionate about the community there and is our 'community champion'. She has been delivering our Learning through Play sessions in the area and working alongside Salisbury District Council to help pack and deliver food boxes to families each week as part of the Stronger Together project.

The pandemic provided Fran and similar colleagues in other areas with a new opportunity to engage with families whilst delivering the boxes. She has been able to signpost families to our remote sessions and we have been able to follow this the opportunity up by developing better joined-up working with community partners.

Utilising Fran's knowledge of the area and working with Salisbury District Council as part of the Stronger Together project we have been effectively reaching families The Friary. This has resulted in stronger partnership working as well as the opportunity to build up relationships with families in one of the most deprived areas in Salisbury.

2. **Children carrying emotional burdens and heavy responsibility**
   Included in this group of children and young people that we work with are our young carers services and work in prisons. Our young carers services moved very quickly to become a predominantly online service during the first lockdown of 2020. In doing so the frequency and number of contacts we had with our young carers actually increased. Yet we know that while our support was a lifeline to many online support does not fully replace in person work and so we worked tirelessly over the year to keep our support very personal and help young carers connect with one another in safe and secure ways.

   Our work in prisons also changed dramatically in 2020 as prison sites were placed in lockdown for most of the year, meaning our visitors centres only saw a fraction of their usual numbers. However, our support for families and residents was never more important. Our work across the prison estate in supporting dads and their families to keep in touch has been commended by the service.

   At the end of March 2020 we transferred our work with Cafcass on delivering the Separated Parents Information Programme across parts of the South of England and Midlands to another provider. We thank the team that helped us deliver that service for the past five years, and all of our other colleagues who left Spurgeons over the last year for their dedication and commitment to helping the families we work with.

   Over the last year:
   - 38 different schools have referred children with caring responsibilities to our young carers services
   - 2,332 keeping in touch calls and packs have taken place to continue support when in-person contact wasn't permitted
   - 161 different aspects / strands of work (145 of these are prison-based)
   - 92% of dads in custody reported that the support from Spurgeons has motivated them to stay out of prison

Prison based staff on the Isle of Sheppey caring for the vulnerable

Early in 2021 one of our team, Lauren, based in HMP Swaleside and Elmley on the Isle of Sheppey, was interviewed for an internal letter on her and her colleagues' work:

"We have had such a lovely response from the residential homes, community and prison staff. It has been really lovely to see how everyone has pulled together.

"At HMP Swaleside, we are usually tied up with Family Days throughout December. It is probably our busiest month due to the festive period. In normal circumstances, we organise presents and selection boxes to be donated from the local community to gift to the children that attend the festive Family Days. One of the officers dress up as Santa and we take photos of the child with their family members receiving their present in front of a grotto (this was also painted and

given to us by a resident residing in Swaleside). Not only does this bring a smile to those visiting but it also gives the residents a chance to experience something that they would usually miss out on, as well as being there for a key event in the child's life.''

''Due to the current pandemic and the restrictions that come with that, we are unable to run Family Days this year *(2020).* As well as many other things we are currently putting in place to ensure that the residents and their families are still able to have some form of contact and support during this time, we are holding 'winter workshops' for the residents to attend. They will have the opportunity to make something for their child(ren) and complete a card, which we will then post out for them in time for the festive period.''

''In addition to the above, we looked for ways to include our local community during this time and spread our name to those that may need our support. It was then decided that we would set up a 'Caring for the Community' event. After contacting various residential care homes for the vulnerable (from children to the elderly) it became quite apparent that many of their residents will not be having contact with their families during this time. They are unable to have visits from their family members or receive gifts from them. This year has been and will continue to be difficult for most, let alone those that are going to continue to be without family members throughout the upcoming festive period.''

''We were soon inundated with prison staff members and their families asking to be given someone to purchase a gift for. Over 76 residents have been provided for so far. We were lucky enough for ASDA to respond to our calls for help advising that they were happy to donate some chocolates to be given to alongside each gift!''

''Going forward, this is something we would like to continue each year and we have now built links within the local area with community champions who have offered to support us with future events.''

3. **Young people who have been, or are, at significant risk of being harmed or exploited**
   Spurgeons runs a small number of specialist projects where we deal with more complex issues that often require more intensive work that can involve greater levels of expertise to address risks to young people's safety and wellbeing. Our work with girls in the Birmingham area impacted by gangs and our work with families affected by domestic violence and abuse (DVA) in the Norwich area are recognised for their excellence. Through these projects:
   - 505 children involved in safeguarding incidents where we acted to protect a child
   - 34 strands / aspects of work shaped to meet this need
   - 77% average reduction in risk from intake to exit at our Norwich Connect service amongst adults
   - 100% of children saw an improvement in their safety after receiving support at Norwich Connect

New resource developed to support organisations working with Girls and Young Women at risk of abuse due to gangs

Over the past year our BeLeave project has been a part of developing a new set of resources reflecting their expertise and experience partnered by similar projects in the Southern Hemisphere and supported by Comic Relief. The resources specifically target support services working with girls and young women who are vulnerable to the influence of gangs, abuse and crime. It presents key insights and evidence relevant to policymakers, commissioners and practitioners that emerged from the 'I Define Me' programme funded by Comic Relief between 2017 and 2020. Spurgeons BeLeave project in Birmingham was a part of this programme, alongside eight other non-profit organisations in three countries, Columbia, South Africa and the UK. The resources for practitioners includes methods and tools used as part of the BeLeave programme and will have a national and international impact.

As well as the direct work we have undertaken with children, young people and families we were able to continue to deliver on our commitment to add value to all the contracts that we run and to every community in which we work.

Our mission as a charity is greatly aided by our partnership with churches and our wider supporter base. Each year we report on the ways we have worked with local churches and the number who have helped local projects directly and indirectly, through prayer, gifts, help in-kind, and financial giving.

This past year has been immensely hard for many of the churches we work with. Like us, they have had to transition to new ways of meeting and supporting one another. We have maintained contact with all of the churches we worked with in 2019/20 and established new relationships with churches in areas such as Elmbridge, Surrey (see case study below). Financial giving from churches decreased significantly over the year, not least because they were unable to meet in person and undertake the collections that would normally be donated to Spurgeons. We pray that our church partners will be able to meet again safely and we will share in their joy in being able to do so.

While church giving has been challenging, we have seen great generosity by individual supporters, many of whom are motivated by their Christian faith. We are also very grateful for the generosity of local businesses who have stepped in to support our local projects with donations of food, essential products, and gifts for the families we work with that have been a real source of encouragement to them.

This work is at the heart of Spurgeons commitment to go beyond the boundaries of a contract to transform the lives of families and build stronger communities by understanding their needs, supporting them however we can and empowering them to realise their potential.

Elmbridge Family Centres: our first year the most unusual of years

Back in November 2019 Spurgeons began its contract in Elmbridge, Surrey to deliver a brand-new Family Centre service to families with children aged 0-11. Since then the team have grown from 7 to 17 and had to adapt the service quickly to provide family support throughout a pandemic.

Over the year the team has established strong links within the community and benefitted from £21,000 of grant income as well as support from the local supermarkets. We are particularly grateful to Morrisons and Waitrose, along with retailers such as Costco and smaller organisations including the Walton Charity and Elmbridge and Walton Foodbanks. This support enabled our team to provide vital resources throughout the year including school uniforms to 70 children, £500 worth of mobile phones to victims of DVA, fresh food to over 1,000 children and 600 adults as well as craft packs and toys for 175 children.

The team at Elmbridge went even further at Christmas. Many families struggled financially even more than normal last Christmas due to the Covid-19 pandemic after losing jobs, being furloughed and not having funds to meet basic needs, let alone luxuries. The team worked really hard over December reaching out to the community to ensure families were provided for over this time. Collections of food donations were organised with Morrisons and Asda as well as vouchers being provided by Sainsbury's so families could buy Christmas essentials and festive treats. Additionally, a 'lunch on Jesus' initiative was launched to enable families to receive all the ingredients for a Christmas dinner including turkey, trimmings, dessert and non-alcoholic drinks so that families are able to cook and enjoy Christmas dinner at home.

The impact being made by the Elmbridge team is clearly visible from comments of families who have benefitted from the support, with one family commenting:
"I really appreciate everything you do for us and thank you for always being there for us. I'm so happy I have you in my life and all the support you give. You're like part of my family now."

One of the strategic objectives we set ourselves in 2016 was financial stability that enables us to maximise resources to be used for our mission and direct work with children and young people.

We have continued to maintain financial stability throughout the last year through controlling costs and expenditure while maintaining contract income which has meant that we ended the year in a strong financial position as indicated by the figures and accounts set out below. Our reserves and balance sheet are strong and we are well placed to invest in our future plans.

We are very grateful to the dedication and expertise of our central support teams who have found new ways to assist colleagues involved directly with children and young people. This has included a renewed focus on caring for the mental and emotional health of the whole team, keeping H+S guidance and support up to date and relevant to meet the needs of our

projects and services, accessing extra resources through accessing and winning funding to support work through the pandemic.

The impact of the Coronavirus pandemic

The Coronavirus pandemic and the restrictions on how and when we were able to provide our support to children and families has had a profound impact on our year. There is not one part of the charity that has not been impacted in some way. Yet we have adapted well. Our centres were often the first in their areas to re-open, and we were able to move much of our work online. Where this was the case the frequency of contact with the young people and families we work with often increased. We closed our central office and all of our central support colleagues moved to working from home, and they have adapted not only to a new way of working but also demonstrated agility in responding to changing guidance and circumstances.

However, the last year has been challenging and while our services have done a remarkable job in adapting to online and socially distanced provision these changes have not served everyone well. Online provision is not always as effective as in person contact for families with complex needs, those with speech, language, and communication difficulties or where there is a risk of disguised or hidden compliance (i.e. presenting a picture to the outside world that is different to what goes on behind closed doors). Relationships can be maintained online, but it may be more difficult to grow new relationships of trust or reach those who are reluctant or unable to engage through virtual channels. We will seek to communicate these limitations to commissioners and policy makers.

Our financials

An overview of our financial performance

The Statement of Financial Activities (SOFA) below shows it has been a strong year with a small decrease in income of 1% (£304,000) from the previous year with a small decrease in both unrestricted (£115,000) and restricted income (£189,000). Unrestricted income was adversely impacted due to an unprecedented year of uncertainty, with some unrestricted activities suspended under COVID conditions, a challenging investment market and grant funding targeted towards smaller COVID relief grants. In the year, we were blessed with legacy income of £251,000 (*2020: £149,000*). We are very grateful to all those who remembered Spurgeons with their gift. Due to the nature of our work, our services and projects tend to be contracted with public sector commissioners and therefore existing restricted funds have remained stable; the in-year reduction is a result of a project ending in January 2021.

The overall result for the year is a surplus before gains on investments of £623,000 (*2020: surplus £583,000*), comprising an unrestricted deficit of £195,000 (*2020: deficit £13,000*) and an operating surplus on restricted funds of £818,000 (*2020: £596,000 surplus*).

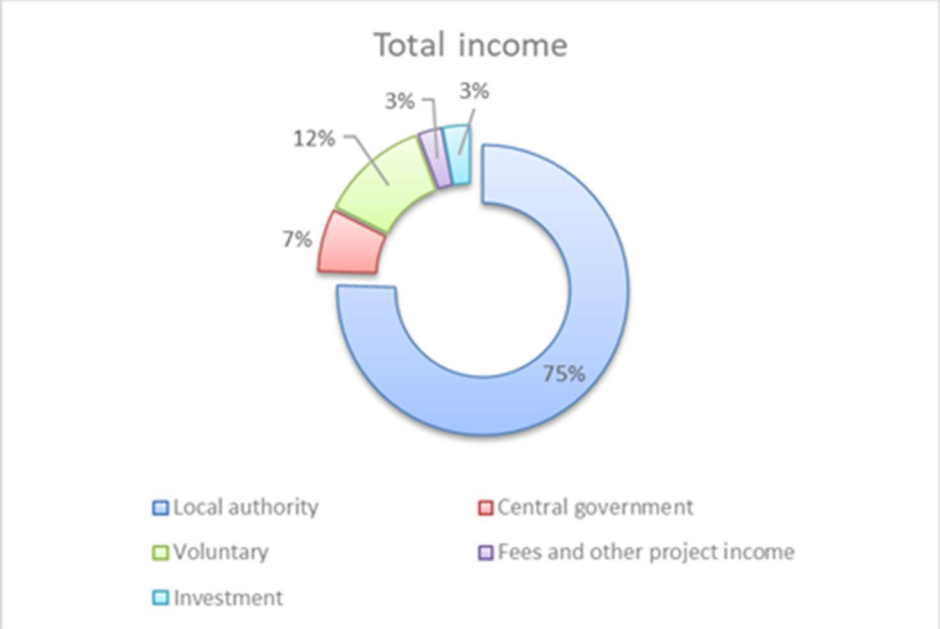
Much of the year-end operating surplus in restricted funds is due to timing differences on projects and is carried forward in restricted reserves (see Note 12 in the financial statements below).

During the year the asset value of the Epworth investment portfolio increased by £796,000, property values were reassessed resulting in an increase of £1,024,000, and a total net impact on unrealised gains for the year of £1,820,000 (*2020: £301,000 loss*). As at the close of business on the 2nd July 2021 the investments had a market value of £5,573,000. This represents a rise in value of £308,000 since 31 March 2021.

The overall net outcome for the year resulted in an increase of unrestricted funds of £1,773,000 *(2020: £802,000 decrease)*, an increase in restricted funds of £670,000 *(2020: £1,084,000 increase*) and total funds increasing by £2,443,000 *(2020: £282,000* increase*)*. The total net assets at year-end are £20,316,000 providing a strong financial base, which has been developed in recent years from growth in retained assets.

Our income

Total income £13,128,000



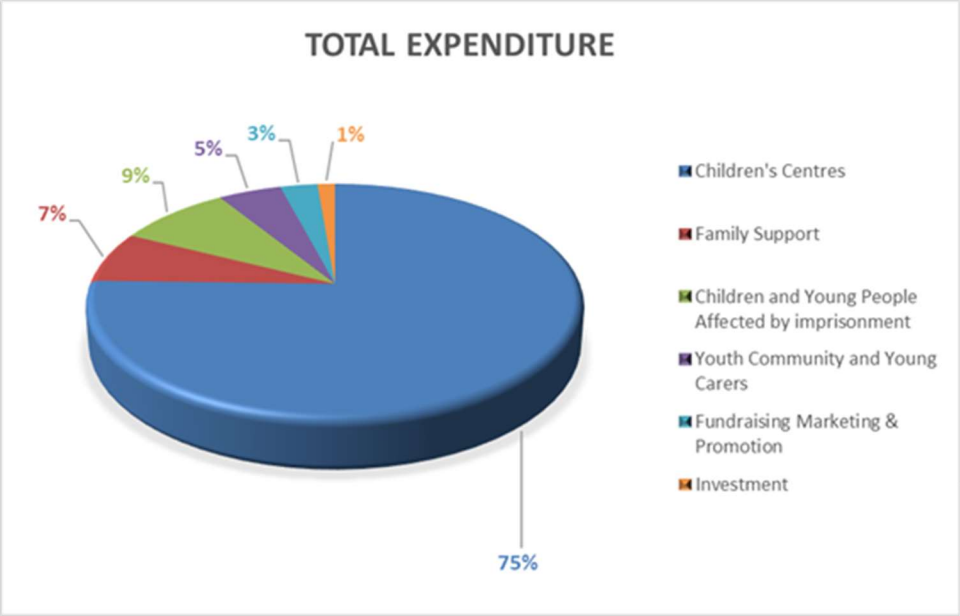
As in the previous year, the majority of our income (75%), specifically £9,912,000 (*2020: £10,157,000*), came from the Local Government sector, mainly from local authorities, particularly in support of the number of early help/children's center services we manage.

We also received 6% of our income, £906,000 (*2020: £1,051,000*), from central government departments through a number of contracts with Her Majesty's Prison and Probations Service to provide family support services and catering.

Virtually all external funding was given for specific services and is therefore restricted solely to that purpose and not transferable from one service to another.

Our expenditure

Total expenditure £12,505,000



Almost 96% of our expenditure was incurred in direct support of our work with children, young people and families.

Our Children's Centres work increased this year with this aspect of our work accounting for 75% of total spend at £9,433,000 (*2020: £9,275,000*), our family support work remained at 7% of total spend at £873,000 *(2020: £1,070,000)*, with children and young people affected by imprisonment accounting for 9% of our total spend at £1,085,000 *(2020: £1,256,000)* and youth, community and young carers work accounting for 5% of the total spend at £598,000 (*2020: £770,000*).

Employment costs remained by far the highest single item, totaling £9,790,000 (directly employed staff £8,647,000, seconded staff £1,143,000), equating to 78% of our total expenditure (*2020: £8,153,000 75%*), the majority of this is being in direct services support personnel.

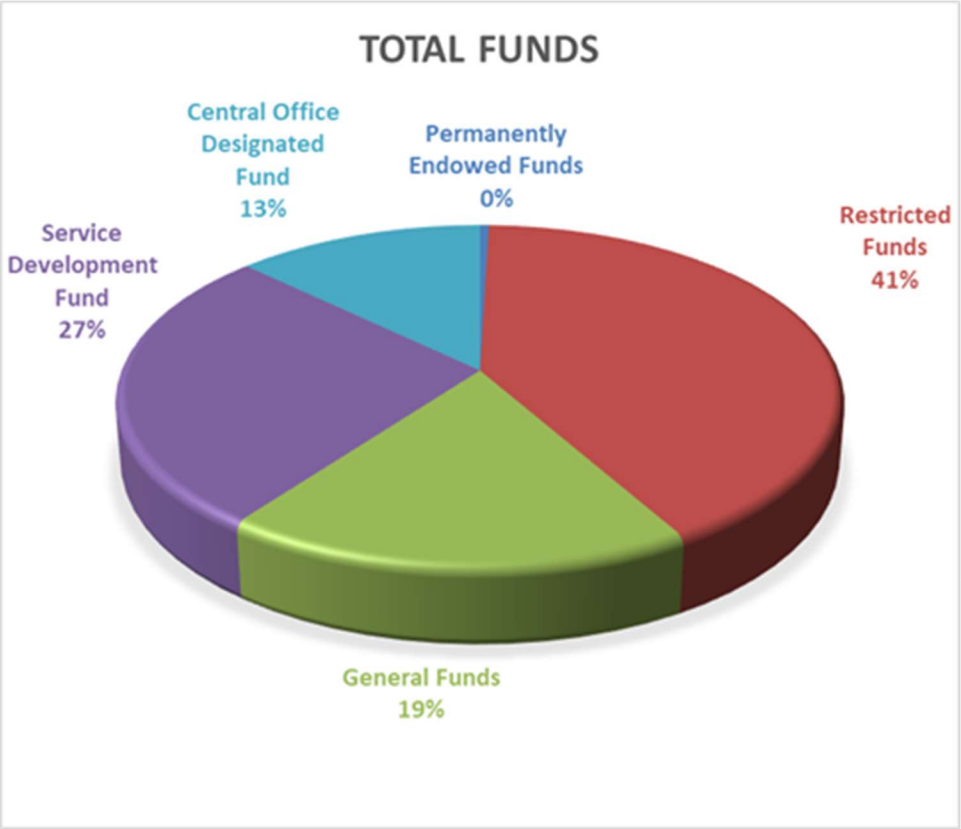
Our reserves

Total funds £20,316,000

At the year-end, Spurgeons total funds increased by £2,443,000, an increase of 13.7% year-to-year, to £20,316,000 (*2020: £17,873,000*).

Of our total funds, £8,479,000 (*2020: £7,809,000*) were restricted; such funding can only be spent on the specific purpose for which the funding has been given.

The permanently endowed funds, which are vested in the freehold property of Spurgeons' central office in Rushden, continued to depreciate to a year-end book value of £92,000 (*2020: £95,000)*.



The designated funds of £8,084,000 (*2020: £7,274,000*) are those set aside by the Trustees for a particular purpose and comprise the Central Office Development Fund £2,614,000 (*2020: £2,614,000*), the new Service Development Fund £5,470,000 *(2020: £1,500,000)* and the release of the Property Investment Fund £nil, (*2020: £3,160,000*).

General, unrestricted, funds increased by £962,000 to £3,752,000 (*2020: £2,790,000*).

The Balance Sheet and liquidity of the charity at year-end remain strong. As a result, the charity's accounts can be prepared on a going-concern basis.

Annual net assets

The value of net assets in future years is projected to reduce in the light of budgeted deficits and investment in the new strategy. However, Spurgeons remain strong as a 'going concern'.

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).

Trustees review our Investment Policy annually, and investment performance every quarter. Non-property investments are held in Common Investment Funds under the management of Epworth Investment Management Ltd. Epworth's provide us with investment advice and manage this element of our assets in accordance with ethical standards they have signed up to. These include the UK Stewardship Code Statement and Montreal Pledge Disclosure, and they are a PRI Signatory. More information about Epworth's ethical approach to investment can be found on their website (www.epworthsinvestment.co.uk). Their approach is consistent with the provisions set out in our own Articles of Association.

Our approach to managing our investments is to take a moderate (low to medium) approach to risk. In the very unusual year to the end of March 2021 our investments with Epworths realised a return of 20.1% which is 0.6% above our agreed ethical benchmark.

The Charity's non-property investments generated an unrealised gain of £796,000 on year-end valuation. At 31 March 2021, the total increase in the valuation of all investments (Note 9) included in these accounts is a sum of £1,820,000 *(2020: £301,000 decrease)*. The value of these investments has increased by a further £308,000 between 31 March and 2 July 2021.

It is our intention to undertake an in-depth review of our Investment Policy and carry out a re-tendering process for our investment managers over the next year.

The greater part of our investment value is held in a property portfolio, which is represented by assets that have been gifted to us over many years. The property values are considered annually by our Trustees. An updated valuation of the investment property portfolio was carried out in the past year and as a result the value of our properties has increased by £1,023,000 to £8,610,000.

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 has a reliance 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 out obligations and needs. In this respect Spurgeons reserves are strong and healthy.

Our Reserves Policy is reviewed annually by the Finance 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.

During the year ended 31 March 2014, a designated fund was set up for central office development from the profit and revaluation of investment properties. At the year-end, on

31 March 2021, the value of the Central Office Development Fund was £2,614,000. During the year ended 31 March 2021, £nil *(2020: £nil)* of this fund had been utilised.

Our intention is to establish plans for a new office and new ways of working in light of the Coronavirus pandemic and to consult and plan implementation over the next year.

We also had a designated Property Investment Fund that was established in 2016 to utilise the sums invested in property for the provision of income for charitable purposes. In light of the plans to sell some investment properties over the coming year to invest to deliver the new strategy to support vulnerable children and families, £2,200,000 of this Property Fund has been transferred to the Service Development Fund (see below).

At the end of 2017, the Trustees agreed that £1,500,000 of reserves should be designated to directly develop and enhance our work with vulnerable children and families over the next three years. A Service Development Fund of £1,500,000 was set up to reflect this. With the transfer of funds from the Property Investment Fund (see above) the balance of the Service Development Fund is now £3,700,000 and it is our intention to use these funds over the next few years to support vulnerable children and families, in line with our new strategy.

The Trustees have taken into account the level of free reserves necessary to cover the following potential 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.

Based on the above assessment, the Trustees have estimated that the level of free reserves required to mitigate against the identifiable risks is approximately £1.3m (£2.2m as at 31 March 2020).

With the approval of the new strategy that will begin to be implemented in 2021 Trustees estimate that unrestricted deficits in the region of £2.8 million are likely to be incurred over the next three years as we invest in the new strategy and establish new strands of work to support vulnerable children and families. This gives an estimated total requirement for free reserves of £4.1m.

The level of free reserves is represented by the General Fund which, at year-end, totalled £3,753,000 *(2020: £2,790,000)*, an increase of £962,000*(2020: £38,000 decrease)* from the previous year representing approximately 12 weeks *(2020: 11 weeks)* of planned operating expenditure. Given the above factors, the Trustees anticipate that the current

level of free reserves will be sufficient to cover the identifiable risks and expected future deficits.

Going concern

The impact of the Coronavirus had a big impact on many charities viability in terms of sustainable finances and practicability of delivering services and meeting their charitable objects. Spurgeons is not one of those charities. Our finances are strong, and we have adapted our delivery to the constraints within which we work.

Our income over the past year has proved resilient. Our fundraising income has been impacted by churches being closed and not able to meet in person. However, this makes up a small part of our overall income, and contract income has been maintained. Colleagues responsible for catering in prisons were placed on furlough and so while our catering income declined significantly this was mitigated in part by the Government coronavirus related funding. Some colleagues in our Central Office were also placed on furlough; these colleagues were based in our Business Development, Grants and Trusts, Engagement, Finance and Corporate Services, and People teams.

We are mindful that the term of some of our larger contracts is approaching and so the Trustees requested and have examined different three and ten year income and expenditure scenarios in balance with the investment required to implement our long term plans to diversify our work. 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 are a 'going concern' for the foreseeable future.

Fundraising and income generation

The large majority of our income comes from contracts with different parts of the public sector. Funding from local government remains our main source of funding, followed by the prison sector (HMPPS). We see every contract as a privilege and an invitation to work with a range of partners, communities and families.

Voluntary income accounts for much less of our income, although it remains important to our identity and to our sense of partnership with supporters and local communities. It is for these reasons that we seek to grow this area of funding. This past year has been a very challenging one in terms of generating unrestricted voluntary income with many of the churches who have faithfully supported our work for many years not able to meet in person. We are very grateful for the continued prayers and support throughout this period – to those who have been able to give generously, and those for whom this may not be possible at this time.

All of our policies and procedures are informed by the Fundraising Regulator's Code of Fundraising Practice and, in reviewing our work, we seek to achieve best practice, not just legal compliance. Our Board of Trustees regularly review our compliance with the Fundraising Regulator's Code, and last received a report in March 2021. Our Donations

Policy and Fundraising Promise are both published on our website, one step from the home page.

The Complaints Policy is also set out in the same place. We received one complaint in relation to our fundraising activity in the year up to March 2021. The complaint was received in June 2020. It was formally investigated and concluded / resolved within one calendar month. The matter was investigated by the Head of another department for independence; with recommendations now acted on to ensure process / work checking improvements (for higher risk tasks) made to ensure the same mistake is not able to reoccur. A formal written apology was given to the complainant, which is understood to have been accepted.

Donation to support with Virtual Young Carers Summer activities provision

During school holidays the Young Carers service in Wolverhampton would usually be going on trips, outings and organising activities for children and young people to provide some respite from their caring roles at home and try something new. In 2020, however, the delivery of these activities was held virtually with a weekly theme to engage with, from animals to cooking and sports challenges. There was plenty going on to ensure that young people had an outlet and an opportunity to have fun and keep in touch with Spurgeons colleagues and other young people in similar situations to themselves.

In order to ensure that the young people were able to take part in challenges, colleagues delivered essential items and supplies so that no one was left out. The team even arranged for prizes to be won to encourage everyone to get involved. The service was particularly grateful for a £500 donation from the Open College Network which funded the prizes for virtual activities delivered over the summer. Some of the prizes included an Amazon Fire tablet, tickets to Dudley Zoo and restaurant vouchers.

The following message to the service summed up how families appreciated our Young Carers service during lockdown:

"Thank you so much for all of the activity packs you have sent out during the summer holidays. They have been amazing! We have just had the sports pack and once again I can't believe how much there is. You have really helped to occupy Archie during what is a challenging time. He absolutely loves the Zoom calls too and looks forward to them so much. The Zoom calls give him chance to chat and have fun with other children, a thing he's missed during the lockdown. Everything you are doing to support young carers is fantastic and as a parent I really, really appreciate the fun and encouragement you are giving him. We look forward to the activities to come thank you."

Our future plans

2021 will be an important year when we publish and begin to implement our new strategy. Our plans will set the course for the years ahead and be a generational commitment to children, giving children a home-life where they have the love, peace and safety that allows them to flourish.

The Coronavirus pandemic has led to change that was unimaginable two years ago and has accelerated and affirmed plans we were developing in early 2020 to make even bolder strides forward in the future. We expect that our next strategy, to be published in 2021, will set out our intention to move into new areas of work to provide for children who need a home that can give specialist care away from their birth family, and support children facing significant troubles that could have a lasting impact on their lives.

At Spurgeons the Christian faith means we use all that we have and are for the benefit of children and young people who are vulnerable because of their families' circumstances. Our work is about giving children a home-life where they find the love, peace, and safety, that allows them to flourish.

We expect that we will achieve this by making a generational commitment to using our expertise and experience to deliver care and support through:
(1) Community services, including children centres and family hubs,
(2) Children's Homes, and
(3) School counselling and support.

We will invest in each of these areas with the intention of bringing a distinctive approach to all our work that is based on our commitment to living out the Christian faith. Our whole team will be clearer that in and through our work we model the Christian faith in action through what we prioritise, our practice and who we choose to work with on realising our misison.

A significant new step: our acquisition of Fegans

One of the first steps in realising our ambitions is through the acquisition of another charity, Fegans, in the summer of 2021. This will enable us to expand into new areas of the country and new areas of work including school counselling, pre-schools and nurseries, and online provision and support to parents. This is the first of many strategic steps we will make to stepping up with a charitable response to the great need that a great many children and young people have across the country.

Our main ambitions and targets for 2021/22

Last year we set out three basic targets linked to the drafting of our new strategy being completed and the expectation that we would start implanting our long-term plans. Most of our effort was directed towards maintaining our work, supporting staff, being there for the children, young people and families who needed us the most, and making a positive difference in their lives. We managed to maintain our

work incredibly well under challenging Covid restrictions, but it did mean capacity and opportunity to implement our strategy was limited.

Therefore, we are recommitting to targets that are broadly similar to those we published last year, acknowledging that our strategy has been agreed at Board level and our plans will begin to be implemented through significant investment from 2021.

In the 12 months to March 2022 Spurgeons will be able to evidence:

I. Work on transforming Spurgeons into an organisation where the Christian faith is relevant both to our mission and to the projects and activities we undertake.
II. Operationalising a medium-term business model that provides greater focus and a clearer definition over Spurgeons work with children who are at risk because of their families' circumstances and mission to give them a home-life that is loving, peaceful, and safe so that they can flourish.
III. Investing in the long-term diversification of our income base, raising our voluntary income and reducing our reliance on contracts won through competitive tender.

We will set out internally the key projects that we will prioritise to help us meet these targets. A new Spurgeons Scorecard will be created, aligned to our new strategy and that will provide Trustees and senior management with a guide to the health of the charity and how well it is staying true to long term plans and goals.

Risk management

Identifying and actively managing risk is an important part of ensuring that Spurgeons remains a healthy and impactful charity, and ensures 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 an organisational 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 sub-committees has responsibility for monitoring how we are managing risks relevant to their remit. Their consideration is then reported to the full Board who reviews the whole register at each meeting.

The most significant risks for the charity are:

Identified Risk	Mitigation
A delay in implementing our new strategy and	• Fundamental elements of the strategy already approved by Trustees: business critical and cost neutral elements identified

plans to invest in entering residential care sector	• Budget to invest in new areas of work identified and approved • Recruitment of additional staff to provide capacity and key capabilities • Financial forecasts setting out impact of implementing and not implementing key elements of the new strategy
Reduced funding / fewer contracts for current areas of work	• Clear bid criteria and principles applied to determining what to bid for • Maintain capacity and expectation over value and number of new services we seek to open each year • Seek diversification of work and income streams
Serious harm to a child or family member as a result of Spurgeons actions (or lack of action)	• Rigorous safeguarding policies and practice in place across the whole charity including essential training for all staff on safeguarding vulnerable adults and children • Trustees to Standards and Outcomes Committee to review safeguarding performance every quarter • Peer review of safeguarding incidents and learning reviews where appropriate • Practice Improvement Manager who supports safeguarding good practice across projects and services
The integration of Fegans detracts from our mission and diverts capacity and attention away from delivering good services to children and families.	• Dedicated project management resource, legal and audit advice to ensure all the legal and regulatory compliance issues are met • Prioritised plan for integrating policies, processes and systems over the 12 months following Fegans acquisition – led by function heads • Clear budget setting, forecasting, resource allocation and clarity over expectations for integration and development of Fegans services
Key staff absent for extended periods (e.g. including Coronavirus or long-term health absence) or because of departure	• Regular supervisions and annual appraisals monitor staff wellbeing • Business processes, job descriptions and tasks kept up to date to enable business continuity • Development of new talent and colleagues internally who can step up for a period, or external support that can cover short- and medium-term gaps and vacancies

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), that 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 twelve 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 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 safe 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 on the Board.

New Trustees receive an induction that includes an introduction and overview of Spurgeons work and activities. All Trustees receive ongoing training to enable them to fulfill their role, including an obligation to undertake five essential training modules on an annual basis.

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, and Trustees will 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 for information for Trustees to be able to carry out their work effectively.

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

- **Finance Committee** - oversees all financial aspects, including setting and managing the internal financial controls, budget setting, management against budget, and investment policy appraisal;
- **Remuneration and Trustee Recruitment Committee** - reviews the performance and remuneration package of the Chief Executive, the Deputy Chief Executive and the Chief Operating Officer and is responsible for trustee recruitment;
- **Standards & Outcomes Committee** – examining and reviewing all systems and methods of: Safeguarding, Knowledge and Skills (training), and Health and Safety management and for ensuring the charity is complying with all aspects of the law, relevant regulations and good practice in relation to service beneficiaries.

The Chief Executive acts as the Company Secretary.

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 as well as social and economic aspects of their work.

The Board have committed to benchmarking their own performance against the Charity Governance Code that is widely recognised as the sector good practice standard. External reviews of our Governance arrangements and practice are carried out at regular intervals the last being in November and December 2020.

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 Executive Team and their line reports who head different departments (Heads Group). Strategy is drafted by the Chief Executive with Senior Executive Team, after consultation and research with specific stakeholders including Spurgeons Heads group and the Trustees. The Board approve the strategy and delegate responsibility for implementing it to the Chief Executive and his team.

Each year the Board review and approve a Delegated Authority Framework that sets out key areas of decision making and where accountability and responsibility for rests. This is set within a biblical framework of principles about how and why (or why we do not in some cases) we delegate power and responsibility to different grades of role within our staffing structures.

Key management personnel and Remuneration Policy

Membership of the Senior Executive Team (SET) consists of the Chief Executive, the Deputy Chief Executive (DCE) and the Chief Operating Officer (COO). From 1 July 2021 they will be joined by the Managing Director of Fegans Services and Special Projects.

The DCE and COO line manage seven Heads of function who each lead an area of our work. These include Practice, Business Development, Data Impact and Evidence, Finance and Corporate Services, People, IT and Systems, and Engagement. Together these roles are in charge of directing (SET) and operating (Heads Group) the charity.

Members of the SET have their remuneration reviewed annually by the Remuneration and Trustee Recruitment Committee who make a pay recommendation to the Board for approval. Salaries of all other staff are subject to an annual increment 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 a target that no employee is paid less than the real living wage and principle that the Chief Executive's salary is no more than five times the median full time equivalent within the charity. The Remuneration Policy is published alongside our annual Gender Pay Gap report. Both are one click away from the homepage.

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

Spurgeons provides insurance to its Trustees against liability in respect of actions brought by third parties, subject to the conditions set out in the Companies Act 2006. Such qualifying third-party indemnity insurance remains in force as at the date of approving the Trustee' Annual Report.

Carbon reporting

Consistent with our desire to comply with legislation and to be faithful to our Christian ethos we are committed to being as energy efficient as possible and minimising our impact on the environment. This commitment is realised through our day-to-day choices in how we choose to run our services, from installing low energy lighting to using fair trade products. We have been able to collect information on the use of electricity and, where applicable, gas for 14 sites. These sites include 11 Children's Centres, of which one site is no longer occupied by Spurgeons, two Young Carer Services and our head office in Rushden.

Across these sites a total of 302,794 kWh (302.794MWh) of energy was used between 1 April and 31 March 2021, this is significantly less than the prior year due to COVID-19 reducing the accessibility and use of sites during this period. This can be broken down between electricity usage of 260,665 kWh (260.665 MWh) across the 14 sites, and 42,129 kWh (42.129 MWh) of gas across 11 sites. Perhaps inevitably it is large Children Centres open every day with high footfall that consume the most energy. Our Head Office is a relatively modest user of energy, with the 29,030Wh of electricity and 3736 kWh of gas being above the average electricity consumption of the Children's Centres but below the average in relation to gas consumption. The average electricity consumption for the Children's Centres is 20,458 kWh and in relation to gas is 3,839 kWh.

We are not able to report on energy use in 26 sites. Of these 26 sites seven are Children Centres, there are four Family Centres, a Young Carers office and a specialist service office in Norwich where the landlord has not made this information available (for example, this may be because the Centre is co-located on a school site where the school is the landlord). 12 sites are prison services where utilities are provided by the prison and we are not given the relevant information. The remaining site includes our Head Office archive and storage facility where the utilities are included in the rent.

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 as Trustees 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 and 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

haysmacintyre have expressed their willingness to continue in office as auditors and a resolution proposing their re-appointment will be submitted to the Board for approval.

The Trustees' Report, including the Strategic Report, has been signed on behalf of the Board of Trustees by Andrew Caplen, Chair of Spurgeons' Trustees Board on 14 July 2021:

Andrew H. A. Caplen

Independent Auditors Report

Opinion

We have audited the financial statements of Spurgeons for the year ended 31 March 2021 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 2021 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 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
- 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 27, 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 income from donations, legacies and income from charitable activities and management override of controls. Audit procedures performed by the engagement team included:

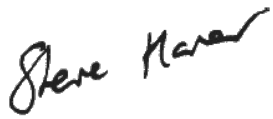
- Inspecting correspondence with regulators;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reviewing the controls and procedures of the charity relevant to the preparation of the financial statements to ensure these were in place throughout the year, including during the Covid-19 remote working period;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions, and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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.

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.



Steven Harper (Senior Statutory Auditor)

For and on behalf of:
Haysmacintyre LLP, Statutory Auditors
10 Queen Street Place,
London
EC4R 1AG

Date: 21 October 2021

Financial Statements

Company Number 3990460

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 Unrestricted Funds £000s	2021 Restricted Funds £000s	2021 Total Funds £000s	2020 Unrestricted Funds £000s	2020 Restricted Funds £000s	2020 Total Funds £000s
Income from:							
Donations & legacies							
Donations		195	1,128	**1,323**	*200*	*979*	***1,179***
Legacies		251	-	**251**	*149*	*-*	***149***
Investments:							
Rental income		147	116	**263**	*165*	*192*	***357***
Interest		5	7	**12**	*25*	*12*	***37***
Dividends		120	-	**120**	*150*	*-*	***150***
Charitable activities:							
Amounts received towards the support of children, young people & families	3	1,952	9,207	**11,159**	*2,096*	*9,464*	***11,560***
Total Income		2,670	10,458	**13,128**	*2,785*	*10,647*	***13,432***
Expenditure on:							
Raising funds:							
Fundraising, marketing & promotion		352	-	**352**	*395*	*-*	***395***
Investment property costs		150	14	**164**	*70*	*10*	***80***
Charitable activites							
Support of children, young people & families	4	2,363	9,626	**11,989**	*2,333*	*10,041*	***12,374***
Total Expenditure	5	2,865	9,640	**12,505**	*2,798*	*10,051*	***12,849***
Net (expenditure)/ income before net gains / (loss) on investments		(195)	818	**623**	*(13)*	*596*	***583***
Net gains / (loss) on investments	9	1,970	(150)	**1,820**	*(643)*	*342*	***(301)***
Net income after net gains / (losses) on investments		1,775	668	**2,443**	*(656)*	*938*	***282***
Transfers between funds		(2)	2	**-**	*(146)*	*146*	***-***
Net movement in funds		1,773	670	**2,443**	*(802)*	*1,084*	***282***
Total Funds brought forward at 1st April	12	10,064	7,809	**17,873**	*10,866*	*6,725*	***17,591***
Total Funds carried forward at 31st March	12	11,837	8,479	**20,316**	*10,064*	*7,809*	***17,873***

The net (deficit) / surplus of income over expenditure, together with details of income and expenditure required by the Companies Act, may be derived from the net movement in funds in the Statement of Financial Activities above, excluding unrealised gains in investments and movement on endowment funds which was a loss of £150,000 (2020: gain of £342,000). Endowment funds have been combined with restricted funds above on the grounds of materiality. All amounts derive from continuing activities. There were no gains or losses recognised in the year other than those shown in the Statement of Financial Activities above.

The Notes on pages 35 to 48 form part of these financial statements.

SPURGEONS **Company Number 3990460**

BALANCE SHEET AS AT 31 MARCH 2021

	Notes	2021 £000's	2020 £000's
FIXED ASSETS			
Tangible fixed assets	7	102	133
Intangible fixed assets	8	41	65
Investments	9	15,538	13,716
Total fixed assets		15,681	13,914
CURRENT ASSETS			
Stock		1	12
Debtors	10	799	735
Cash at bank and in hand		4,944	4,592
Total current assets		5,744	5,339
LIABILITIES			
Creditors: Amounts falling due within one year	11	(1,109)	(1,380)
Net current assets		4,635	3,958
TOTAL NET ASSETS		20,316	17,873
THE FUNDS OF THE CHARITY			
Endowment funds	12(a)	92	95
Restricted funds	12(a)		
- D.J. Thomas fund *		4,727	4,847
- UK projects fund		3,660	2,867
Total restricted funds		8,479	7,809
- Designated funds **	12(a)	8,084	7,274
- General funds ***	12(a)	3,753	2,790
Total unrestricted funds		11,837	10,064
TOTAL FUNDS		20,316	17,873

* The D.J. Thomas fund includes a revaluation reserve of £2,648,000 *(2020: £2,798,000)*

** Designated funds include a revaluation reserve of £3,785,000 *(2020: £2,975,000)*

*** General funds include a revaluation reserve of £1,788,000 *(2020: £1.425,000)*.

Approved by the Board of Trustees and authorised for issue on the 14th July 2021 and signed on its behalf:

Sarah Powley

Sarah Powley

Andrew H. A. Caplen

Andrew Caplen

SPURGEONS
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £000's	2020 £000's
Cash flows from operating activities:			
Net cash (used in) / provided by operating activities	**(Note a)**	**(37)**	***225***
Cash flows from investing activities:			
Rental Income		263	*357*
Interest and dividends		132	*187*
Disposal / (purchase) of capital equipment		1	*(22)*
Additions at cost: common investment funds		(298)	*(5,498)*
Disposal proceeds: common investment funds		285	*5,538*
Cash used / (retained) in common funds		13	*(40)*
Cash reclassified as fixed asset investments		(7)	*(11)*
Net cash provided by investing activities		389	*511*
Change in cash and cash equivalents in the year		352	*736*
Cash and cash equivalents at beginning of year		4,592	*3,856*
Cash and cash equivalents at the end of the year	**(Note b)**	4,944	*4,592*

a) **Cash flows from operating activities:**		2021 £000's	*2020 £000's*
Net cash (used in) provided by operating activities			
Net income		623	*583*
Adjustments for:			
Depreciation charges		54	*54*
Dividends, interest & rents from investments		(395)	*(544)*
Decrease/(increase) in stock		11	*(10)*
(Increase)/decrease in debtors		(64)	*107*
(Decrease)/increase in creditors		(271)	*35*
Decrease in pension bonds		5	*-*
Net cash (used in) / provided by operating activities		**(37)**	***225***

b) ANALYSIS OF CHANGES IN NET FUNDS

	At 1 April 2020 £000's	*Cashflow £000's* £000's	*Non-cash changes* £000's	At 1 April 2021 £000's
Cash at bank and in hand	3,472	347	-	3,819
Notice deposits (less than 3 months)	1,120	5	-	1,125
	4,592	**352**	**-**	**4,944**

SPURGEONS
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

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 the Statement of Recommended Practice for Charities (SORP – Second Edition effective 1st January 2019)), with 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. The impact of COVID-19 on our work and income has been set out in the main body of the Trustees Report. The risks to our income as a result of the continuing impact of the COVID-19 pandemic have been considered as part of the charitable company's forecasting process. In making this assessment, the trustees have also considered the impact of their plans for the future including the transfer of Fegans into Spurgeons which occurred post-year end and is explained in note 17. 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 twelve 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 the children, young people and families are credited to the Statement of Financial Activities on an accruals basis.

For legacies, entitlement is taken as the earlier of the date of notification that a distribution will be made and when a distribution is received from an estate.

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.

SPURGEONS
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

1. ACCOUNTING POLICIES (continued)

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% and 25% per annum on cost
Computer equipment	- 33⅓ % per annum on cost
Motor vehicles	- 25% 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 5 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 includes 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.

SPURGEONS
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

1. ACCOUNTING POLICIES (continued)

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 initial 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 £321,000 (*2020: £224,000*).

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

Unrestricted Designated Funds are funds which have been set aside for a purpose specified by the trustees as explained in Note 12 to the financial statements.

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.

SPURGEONS
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

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 included in the Statement of Financial Activities when probate is granted, the charity is entitled to the legacy and the executors have established there are surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

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 £1,023,400.

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 review such provisions on an annual basis and update 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 amounts accrued within creditors was £75,000 (*2020: £72,000*).

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.

SPURGEONS
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

3. ANALYSIS OF AMOUNTS RECEIVED TOWARDS THE SUPPORT OF CHILDREN & YOUNG PEOPLE & FAMILIES YEAR ENDED 31 MARCH 2021

	Unrestricted Funds £000's	Restricted Funds £000's	2021 Total £000's	2020 Total £000's
Fees and other project income	199	142	341	*352*
Churches and other partners	-	-	-	*-*
Catering	67	-	67	*203*
Statutory sector				
Local authorities	1,531	8,381	9,912	*10,157*
NOMS	155	684	839	*848*
Total	1,952	9,207	11,159	*11,560*

ANALYSIS OF AMOUNTS RECEIVED TOWARDS THE SUPPORT OF CHILDREN & YOUNG PEOPLE & FAMILIES YEAR ENDED 31 MARCH 2020

	Unrestricted Funds £000's	Restricted Funds £000's	2020 Total £000's	2019 Total £000's
Fees and other project income	174	178	352	*408*
Churches and other partners	4	(4)	0	*10*
Catering	203	-	203	*-*
Statutory sector				
Local authorities	1,561	8,596	10,157	*10,071*
NOMS	154	694	848	*878*
Total	2,096	9,464	11,560	*11,367*

4. ANALYSIS OF AMOUNTS EXPENDED IN THE SUPPORT OF CHILDREN, YOUNG PEOPLE AND FAMILIES YEAR ENDED 31 MARCH 2021

	Unrestricted Funds £000's	Restricted Funds £000's	2021 Total £000's	2020 Total £000's
Type of project				
Children's centres	1,859	7,574	9,433	*9,275*
Children & young people affected by				
Imprisonment	214	871	1,085	*1,256*
Family support	172	701	873	*1,070*
Youth, community & young carers	118	480	598	*770*
Other	-	-	-	*3*
	2,363	9,626	11,989	*12,374*

SPURGEONS
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

ANALYSIS OF AMOUNTS EXPENDED IN THE SUPPORT OF CHILDREN, YOUNG PEOPLE AND FAMILIES
YEAR ENDED 31 MARCH 2020

	Unrestricted Funds £000's	Restricted Funds £000's	2020 Total £000's	2019 Total £000's
Type of project				
Children's centres	1,749	7,526	9,275	*8,882*
Children & young people affected by				
Imprisonment	237	1,019	1,256	*1,289*
Family support	202	868	1,070	*1,042*
Youth, community & young carers	145	625	770	*1,100*
Other	-	3	3	-
	2,333	10,041	12,374	*12,313*

5. TOTAL EXPENDITURE YEAR ENDED 31 MARCH 2021

	Staff Costs (Note 6) £000's	Depreciation £000's	Other Costs £000's	2021 Total £000's
Expenditure on raising funds				
- Fundraising, marketing & promotion	202	-	150	*352*
- Investment property costs	-	-	164	*164*
Charitable expenditure				
- Project costs	8,445	31	3,513	*11,989*
	8,647	31	3,827	*12,505*

TOTAL EXPENDITURE YEAR ENDED 31 MARCH 2020

	Staff Costs (Note 6) £000's	Depreciation £000's	Other Costs £000's	2020 Total £000's
Expenditure on raising funds				
- Fundraising, marketing & promotion	246	-	149	*395*
- Investment property costs	-	-	80	*80*
Charitable expenditure				
- Project costs	7,907	32	4,435	*12,374*
	8,153	32	4,664	*12,849*

SPURGEONS
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

NET MOVEMENT IN FUNDS

	2021 £000's	2020 £000's
The net movement in funds is stated after charging:		
Depreciation	54	*54*
Operating lease rentals - buildings	118	*133*
Operating lease rentals - other	39	*36*
Auditor's remuneration (including VAT) - audit	17	*17*

SUPPORT COSTS

Operational management	840	*848*
Business development	232	*212*
Finance, IT & corporate services	702	*621*
Human resources & people development	294	*279*
Governance	74	*80*
Other central support and administration	56	*76*
	2,198	*2,116*

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

	2021 £000's	2020 £000's
Audit	17	*17*
Trustees' expenses	1	*3*
Other costs	50	*35*
Professional indemnity insurance	6	*6*
	74	*61*

6. STAFF COSTS

	2021 £000's	2020 £000's
Wages and salaries	7,634	*7,245*
Social security costs	636	*585*
Pension costs	377	*323*
	8,647	*8,153*

SPURGEONS
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

Employee emoluments over £60,000

	2021 Number	2020 Number
Employees continuing in service:		
£60,001 to £70,000	1	*1*
£70,001 to £80,000	-	*1*
£80,001 to £90,000	1	-
£90,001 to £100,000	1	*1*

The Senior Executive Team consists of three people. The total emoluments for key management personnel for the organisation in the year, including gross salary, employer's pension contribution, employers NI Contributions, and benefits in kind, were £304,038 *(2020: £294,726)*.

The average number of employees (including casual workers) in the year was 357 *(2020: 354)*. The charity paid £2,650 (*2020: £106,153*) in termination payments during the year.

Analysis of full time equivalent employees

	2021 FTE	2020 FTE
Central departments and regional offices	41	*42*
Projects and services	236	*239*
	277	*281*

7. TANGIBLE FIXED ASSETS

	Computer Equipment Fixtures & Fittings £000's	Permanemt Endowment Freehold Property £000's	Total £000's
Cost/valuation			
At 1 April 2020	180	185	365
Additions	-	-	-
Disposals	-	-	-
As at 31 March 2021	**180**	**185**	**365**
Accumulated depreciation			
At 1 April 2020	142	90	232
Charge for the year	28	3	31
Disposals	-	-	-
As at 31 March 2021	**170**	**93**	**263**
Net book value			
As at 31 March 2021	**10**	**92**	**102**
At 1 April 2020	*38*	*95*	*133*

The carrying value of freehold property is deemed cost as previously adopted under UK GAAP.
All tangible fixed assets are used for charitable purposes.

SPURGEONS
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

8. INTANGIBLE FIXED ASSETS

	Computer Software £000's
Cost	
At 1 April 2020	115
Additions	-
Disposals	(1)
As at 31 March 2021	**114**
Accumulated depreciation	
At 1 April 2020	50
Charge for the year	23
Disposals	-
As at 31 March 2021	**73**
Net book value	
At 31 March 2021	**41**
At 1 April 2020	*65*

9. FIXED ASSET INVESTMENTS

		2021 £000's	2020 £000's
a)	**Analysis of investments by class**		
	UK Common investment funds	5,265	*4,469*
	Investment properties	8,610	*7,587*
	Notice deposits (less than 3 months)	1,663	*1,656*
	Total investments - charity	15,538	*13,711*
	Pension bonds (see note 1.h)	-	*5*
	Total investments	15,538	*13,716*
b)	**Movement in market value of investments**		
	Market value as at 1 April 2020	13,716	*14,006*
	Additions at cost: common investment funds	298	*5,498*
	Disposal proceeds: common investment funds	(285)	*(5,538)*
	Cash retained in common funds	(13)	*40*
	Acquisitions at cost: Notice deposits	7	*11*
	Disposal at cost : Pension bonds	(5)	*-*
	Unrealised appreciation	1,820 *	*(301)* *
	Market value as at 31 March 2021	15,538	*13,716*

* includes revaluation loss of £150,000 (*2020: gain of £342,000*) on D. J. Thomas fund investment property. The valuation was carried out by Paul Goodsir, BSc (Hons) MRICS as at 31st March 2021.

SPURGEONS
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

10. DEBTORS: Amounts falling due within one year

	2021 £000's	2020 £000's
Trade debtors	116	*182*
Prepayments & accrued income	671	*541*
Other debtors	12	*12*
	799	*735*

11. CREDITORS: Amounts falling due within one year

	2021 £000's	2020 £000's
Trade creditors	152	*96*
Accruals & deferred income	638	*1,012*
Taxation & social security	158	*149*
Pension contributions	150	*91*
Other creditors	11	*31*
	1,109	*1,380*

Deferred income relates to income received in advance all of which is released in the following financial year, deferred income of £84,000 as at March 2020 was fully released in the year. As at March 2021, deferred income was £24,000.

12. FUNDS

a) MOVEMENT IN FUNDS FOR THE YEAR ENDED 31 MARCH 2021

		Balance at 1 April 2020 £000's	Income £000's	Expenditure £000's	Investment Gains £000's	Transfers £000's	Balance at 31 March 2021 £000's
	RESTRICTED FUNDS						
(i)	Foundation trust -						
	Permanent endowment	*95*	-	(3)	-	-	92
(ii)	UK projects	*2,867*	10,334	(9,543)	-	2	3,660
(iii)	D. J. Thomas	*4,847*	124	(94)	(150)	-	4,727
	TOTAL RESTRICTED	***7,809***	**10,458**	**(9,640)**	**(150)**	**2**	**8,479**
	UNRESTRICTED FUNDS						
	Designated funds						
(iv)	Central office development fund	*2,614*	-	-	-	-	2,614
(v)	Property investment fund	*3,160*	-	-	810	(2,200)	1,770
(vi)	Service development fund	*1,500*	-	-	-	2,200	3,700
	General funds						
(vii)	General funds	*2,790*	2,670	(2,865)	1,160	(2)	3,753
	TOTAL UNRESTRICTED	***10,064***	**2,670**	**(2,865)**	**1,970**	**(2)**	**11,837**
	TOTAL FUNDS	***17,873***	**13,128**	**(12,505)**	**1,820**	**-**	**20,316**

SPURGEONS
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

12. FUNDS (Continued)

b) MOVEMENT IN FUNDS FOR THE YEAR ENDED 31 MARCH 2020

		Balance at 1 April 2019 £000's	Income £000's	Expenditure £000's	Investment Gains £000's	Transfers £000's	Balance at 31 March 2020 £000's
	RESTRICTED FUNDS						
(i)	Foundation trust -						
	Permanent endowment	*99*	-	(4)	-	-	95
(ii)	UK projects	*2,225*	10,443	(9,947)	-	146	2,867
(iii)	D. J. Thomas	*4,401*	204	(100)	342	-	4,847
	TOTAL RESTRICTED	***6,725***	**10,647**	**(10,051)**	**342**	**146**	**7,809**
	UNRESTRICTED FUNDS						
	Designated funds						
(iv)	Central office development fund	*2,614*	-	-	-	-	2,614
(v)	Property investment fund	*3,924*	-	-	(764)	-	3,160
(vi)	Service development fund	*1,500*	-	-	-	-	1,500
	General funds						
(vii)	General funds	*2,828*	2,784	(2,798)	122	(146)	2,790
	TOTAL UNRESTRICTED	***10,866***	**2,784**	**(2,798)**	**(642)**	**(146)**	**10,064**
	TOTAL FUNDS	***17,591***	**13,431**	**(12,849)**	**(300)**	**-**	**17,873**

(i) 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.

(ii) Funding which 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:

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

(iii) 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.

(iv) The central office development fund was designated by the Trustees in the in 2014/15 for the provision of the appropriate infrastructure for the long term purposes of the charity; to provide for the future office needs of the organisation. The current fund value of £2,614,000 may be varied up to a maximum of £3 million and is expected to be utilised in the next two years.

(v) 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. In light of the plans to invest to deliver the new strategy to support vulnerable children and families over the coming years, the balance of this fund has been transferred to the service development fund (see below).

SPURGEONS
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

12. FUNDS (Continued)

(vi) 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. Funds from the property investment fund (above) have been transferred into this fund with the intention of using these funds over the next few years to deliver the new strategy to support vulnerable children and families.

(vii) 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 2021

	Tangible Fixed Assets £000's	Intangible Fixed Assets £000's	Investments £000's	Net current Assets £000's	Total £000's
Spurgeons:					
Unrestricted funds	10	41	11,103	683	11,837
Restricted funds - UK projects	-	-	-	3,660	3,660
Restricted funds - D. J. Thomas	-	-	4,435	292	4,727
	10	41	15,538	4,635	20,224
Spurgeons:					
Foundation trust -					
Permanent endowment*	92	-	-	-	92
Total	102	41	15,538	4,635	20,316

d) ANALYSIS OF ASSETS BETWEEN FUNDS AS 31 MARCH 2020

	Tangible Fixed Assets £000's	Intangible Fixed Assets £000's	Investments £000's	Net current Assets £000's	Total £000's
Spurgeons:					
Unrestricted funds - General	38	65	9,126	835	10,064
Restricted funds - UK projects	-	-	-	2,867	2,867
Restricted funds - D. J. Thomas	-	-	4,590	257	4,847
	38	65	13,716	3,959	17,778
Spurgeons:					
Foundation trust -					
Permanent endowment*	95	-	-	-	95
Total	133	65	13,716	3,959	17,873

13. TRANSACTIONS WITH TRUSTEES

During the year the Charity reimbursed expenses of £982 *(2020: £3,386)* incurred by six Trustees *(2019: six Trustees)* 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.

	2021 Commercial (Lease) £000's	2021 Residential (Tenancy) £000's	2020 Commercial (Lease) £000's	2020 Residential (Tenancy) £000's
Minimum rentals receivable within:				
Not later than one year	78	105	200	80
Later than one year, not later than 5 years	30	70	765	30
Later than 5 years	-	-	-	-
	108	176	965	110

14. RELATED PARTY TRANSACTIONS

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

15. 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.

16. OPERATING LEASE COMMITMENTS

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

	2021 Property £000's	2021 Equipment £000's	2020 Property £000's	2020 Equipment £000's
Minimum rentals falling due:				
Not later than one year	40	22	27	21
Later than one year, not later than 5 years	106	18	227	29
Later than 5 years	-	-	-	-
	146	40	254	50

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

	2021 Commercial (Lease) £000's	2021 Residential (Tenancy) £000's	2020 Commercial (Lease) £000's	2020 Residential (Tenancy) £000's
Minimum rentals receivable within:				
Not later than one year	78	105	200	80
Later than one year, not later than 5 years	30	70	765	30
Later than 5 years	-	-	-	-
	108	175	965	110

SPURGEONS
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

17. POST BALANCE SHEET EVENTS

At midnight on the 30th June 2021, the activities and assets of Fegans, Registered Charity No.209930, were transferred to Spurgeons. Spurgeons and Fegans share a similar heritage built upon the foundation of the Christian faith and demonstrated through providing children a safe home with a children's orphanage environment, around 150 years ago. Today, Fegans provide qualified counselling to vulnerable children, parenting to struggling families and own two preschools that operate as family hubs in Kent, Sussex, South London and Oxford.

18. SPECIFIC ACKNOWLEDGEMENTS

Certain funders require a specific acknowledgement of their grant. The following grants and their related expenditure is shown under Restricted Funds in the Statement of Financial Activities.

The National Lottery Community Fund – Reaching Communities - Grant received for our Invisible Walls project £164,616 (2020: £72,500), all of which was spent in the year.

Comic Relief (KFC) - Grant received for our BeLeave project £55,000 (2020: £55,000).

The Rayne Foundation - Grant received for our BeLeave Project £20,000 (2020: £nil) of which £5,000 was spent in the year and £15,000 will be carried forward to 21/22.

SafeLives - Grant received for our Norwich Connect Project £484,669 (2020: £484,669) of which £62,585 will be carried forward to future years.

The Maurice and Hilda Charitable Trust – Grant received for our Invisible Walls project £10,000 (2020: £10,000). Of the £10,000 received in the year, £5,833 will be carried forward to 21/22.

Department of Health and Social Care; VCSE Health and Wellbeing Fund – Grant received for our Birmingham Forward Steps Perinatal Mental Health Project £16,059 (2020: £nil) all of which was spent in the year.

Reference and administrative details

Trustees and Directors

Andrew Caplen *(1, 2, 3)*	(Chair of Trustees) (Appointed 2nd Term on 6 October 2020)
Michelle Brissett *(1)*	(Appointed 16 July 2020)
David Buchan	(Appointed 14 July 2021)
Ali Collins	(Appointed 14 July 2021)
Jennifer Emery *(3)*	
Philip Green *(2)*	
Chris James *(2)*	(Appointed 23 April 2020)
Sarah Powley *(1)*	(Appointed 2nd Term on 6 October 2020)
Nicky Rayner *(2)*	(Appointed 16 July 2020)
Safron Rose	(Appointed 2nd Term on 6 October 2020)
Nigel Wildish *(1+3)*	
Sian Wrangles	(Appointed 16 July 2020)

(1: Member of the Finance Committee; 2: Member of the Standards and Outcomes Committee; 3: Member of the Remuneration and Trustee Recruitment Committee)

Senior Officers

Senior Executive Team

Ross Hendry – Chief Executive
Paul Ringer – Deputy Chief Executive
Sue Gillespie – Chief Operating Officer
Ian Soars (joined the Senior Executive Team from Fegans on 1 July)

Registration details

Registered Office

Spurgeons
74 Wellingborough Road
Rushden
Northamptonshire, NN10 9TY

Registered Charity Number: 1081182
Company Number: 3990460

Professional advisors for the year ended 31 March 2021

Investment Managers

Epworth Investment Management Ltd.
9 Bonhill Street, London EC2A 4PE

Bankers

Barclays Bank PLC
4 Waterside Way, Bedford Road,
Northamptonshire, NN4 7XD

Property Managers

Goodsir Commercial
9-10 Domingo Street,
London, EC1Y 0TA

Solicitors

Anthony Collins Solicitors LLP
134 Edmund Street
Birmingham, B3 2ES

Wilson Browne
Kettering Parkway South
Kettering, NN15 6WN

Independent Auditor

Haysmacintyre LLP,
10 Queen Street Place,
London, EC4R 1AG

We are especially grateful for the support from the following organisations:
Asda Foundation
Baron Davenport's Charity
BBC Children in Need
Birmingham City Council
Birmingham Town Council
Buttle UK
BVSC
Comic Relief & KFC
Community Foundation for Surrey
Department of Health and Social Care; VCSE
Forward Carers
Medway Council
Michael Marsh Charitable Trust
Neighbourly Community Fund
Norfolk Community Foundation
Office of the Police and Crime Commissioner for Norfolk
Office of the Police and Crime Commissioner for Wiltshire and Swindon
Radio Cash For Kids
SafeLives
Sutton Coldfield Charitable Trust
Tesco Bags of Help Covid-19 Community Grants / Groundwork
The Beacon Lodge Charitable Trust
The Blyth Watson Charitable Trust
The City of Wolverhampton Council
The Maurice and Hilda Charitable Trust
The National Lottery Community Fund - Reaching Communities England
The Norton Foundation
The Rayne Foundation
Waitrose Community Matters
Walton Charity
Westbury Area Board
Witton Lodge Community Association

We have been so pleased this year to continue to provide life changing services to so many children, young people and their families across England. We are happy to have been able to work with the following Local Authorities and other organisations to be able to deliver these services:
Birmingham City Council
Buckinghamshire County Council
CAFCASS
Dudley Metropolitan Borough Council
National Offender Management Service
Peterborough City Council
Surrey County Council
Wiltshire County Council
Wolverhampton City Council
Birmingham Community Healthcare NHS Trust
Birmingham Children's Trust
Faringdon Town Council
Ministry of Defence