



# 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 won 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



fair



compassionate



committed



# 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/](https://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

<b>9,291</b> Targeted play group	<b>1,498</b> Baby group	<b>2,558</b> Food, nutrition & health
<b>1,239</b> Speech & language	<b>2,167</b> Education for parents	<b>1,406</b> SEND
<b>530</b> Education for children	<b>804</b> Family support drop-in	<b>272</b> Breast-feeding support
<b>127</b> Emotional wellbeing	<b>158</b> Parenting skills	<b>115</b> 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.

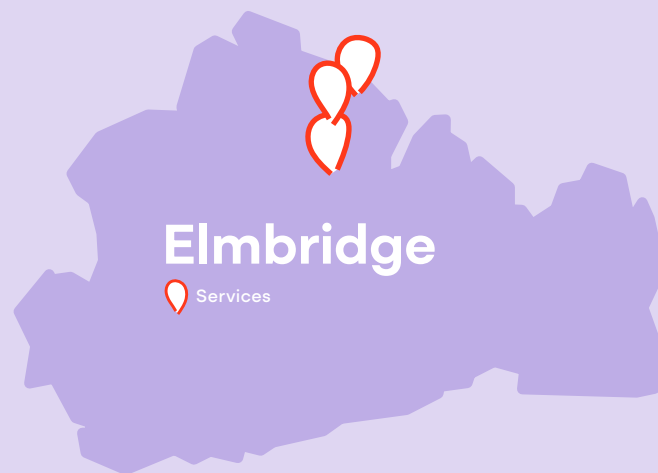
The last twelve months have been a period of significant transition as we adapted to a new contract and restructured our services. Throughout this process our dedicated team maintained high-quality support ensuring children, young people, and families remained our focus.

#### 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.

\* names changed to protect identity.



#### 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.

## 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 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.



### 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."



\* names changed to protect identity.



# 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.

#### 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.

#### Impact

70

boys supported in 2024-25

## 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.

#### 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.

#### 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



# 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."

## 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.

### 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.

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

\* names changed to protect identity.



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



# 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.

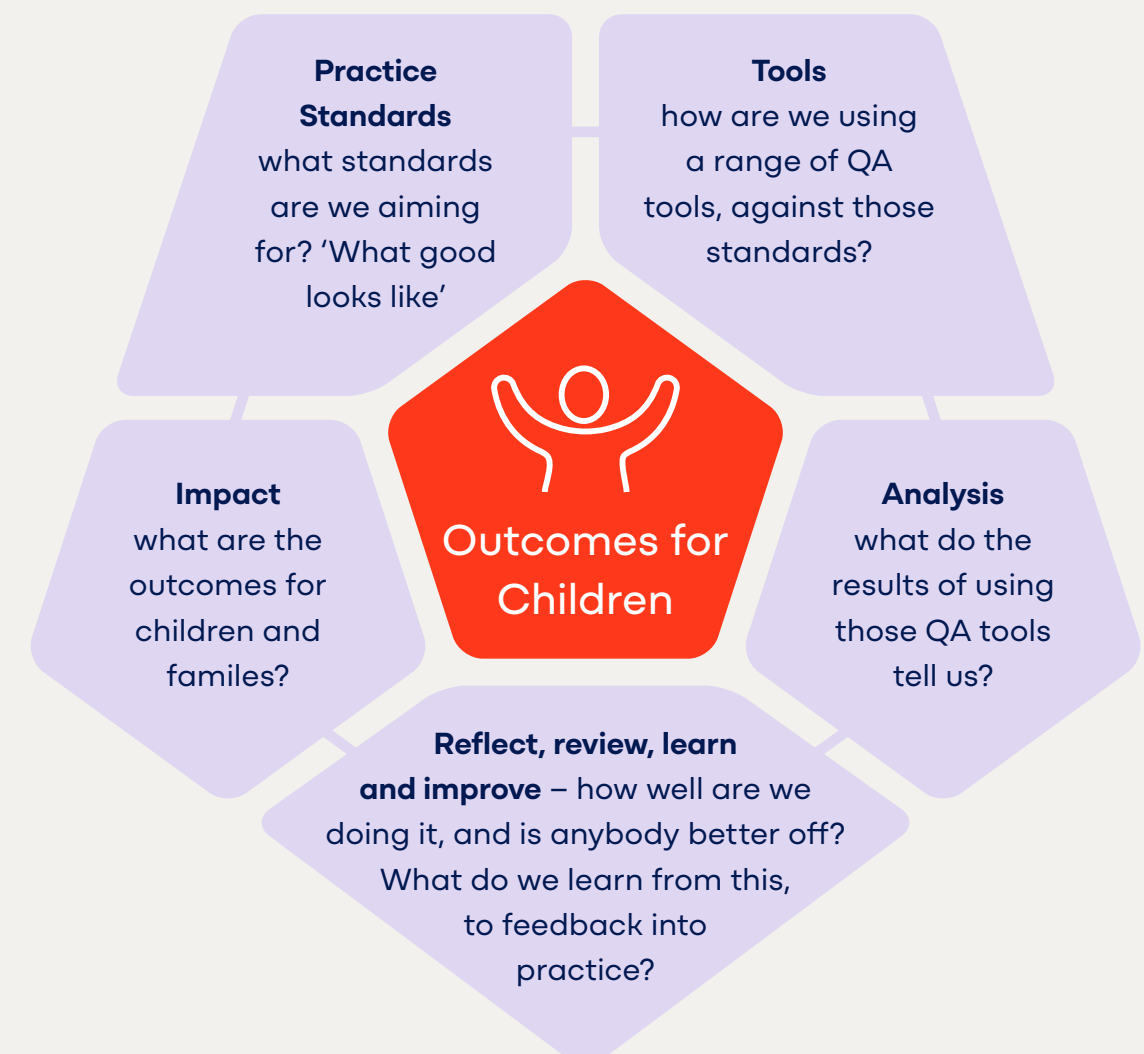
An important element of engaging with our employees and volunteers is ensuring that everyone is kept up to date with what is happening across the organisation and can be inspired by the diverse and wide-ranging nature of our work. Our monthly newsletter – Spurgeons Together – is distributed to all employees 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

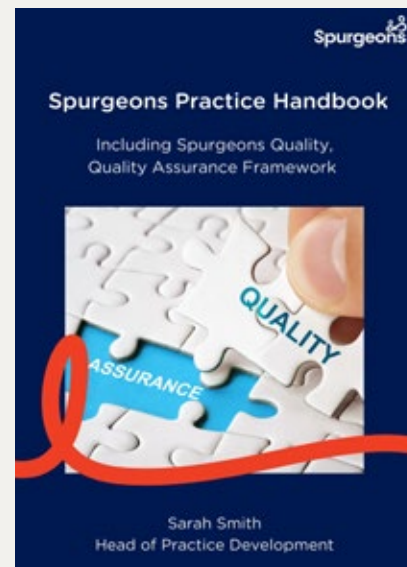


We continue to evaluate the effectiveness of our interventions through monitoring and quality assured practice. This includes continually reflecting and acting upon

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.

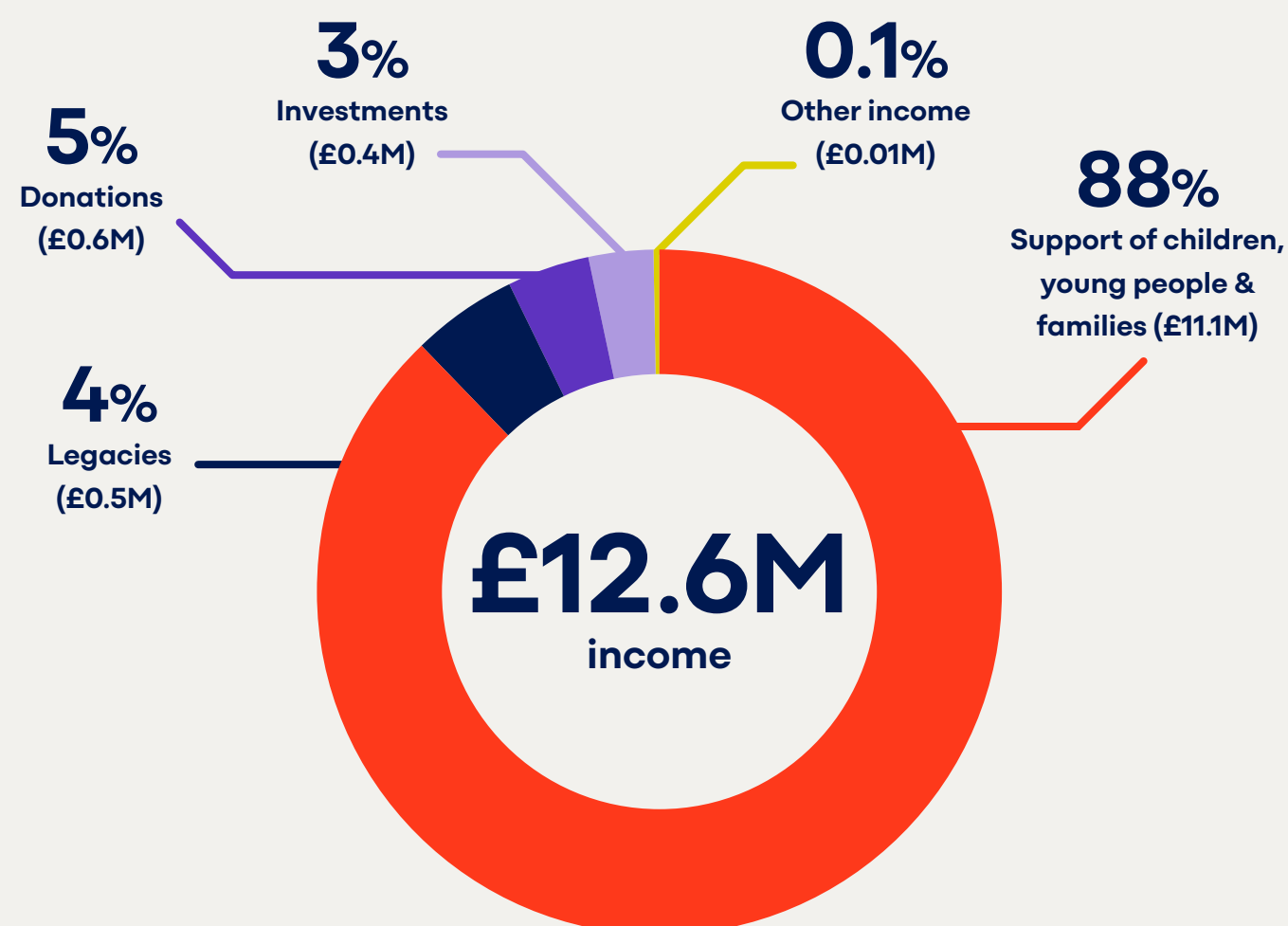
Spurgeons reserves as at 31 March 2025 represent a strong position to support the financial strategy for the 3 years ahead with restricted reserves of £3.4M (2023-24: £7.1M), general reserves of £5.8M (2023-24: £2.8M), and designated reserves of £7.9M (2023-24: £8.4M).



## 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

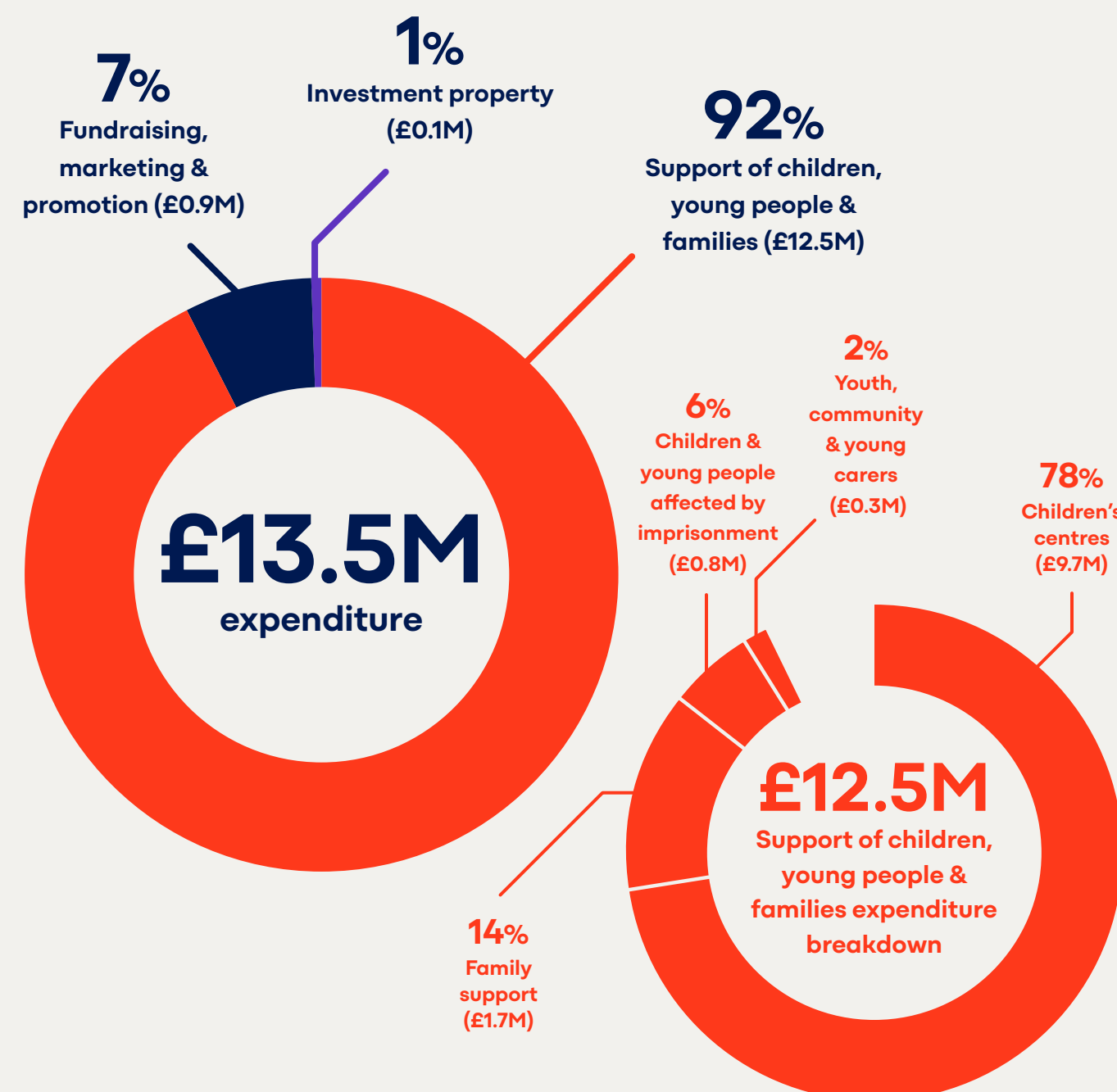
invested in our fundraising activity in the year through continuing to develop our engagement with supporters, investing time in understanding the values and motivations driving our existing donors and successfully expanding our supporter base with individuals who share our vision. This investment supports 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 expenditure, 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 27<sup>th</sup> August 1980).

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

## Investment management

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

Trustees review our investment policy annually, and investment performance every quarter. At 31 March 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

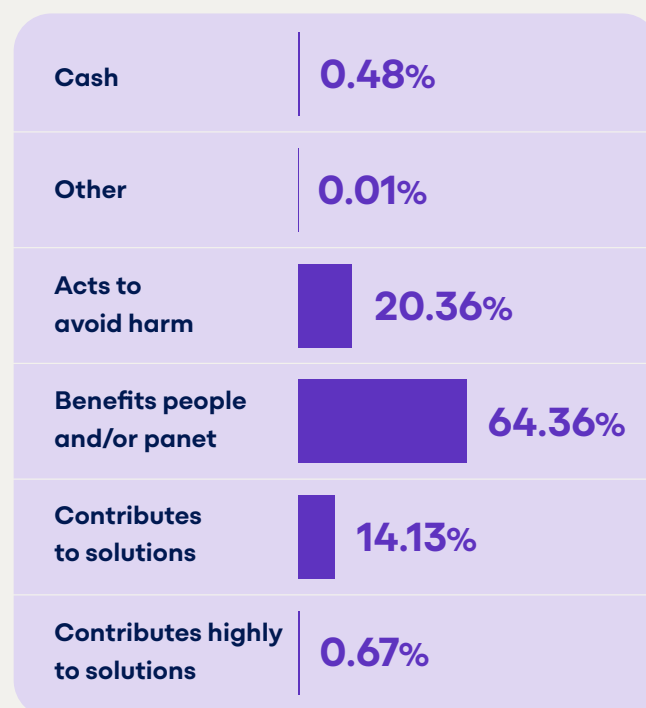
underperformance compared to the peer group index was because of its underweight position in the Magnificent Seven technology stocks, which led global equity returns in 2024. The fallout from the re-election of the US president also negatively impacted sustainable portfolios with exposure to the energy 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.

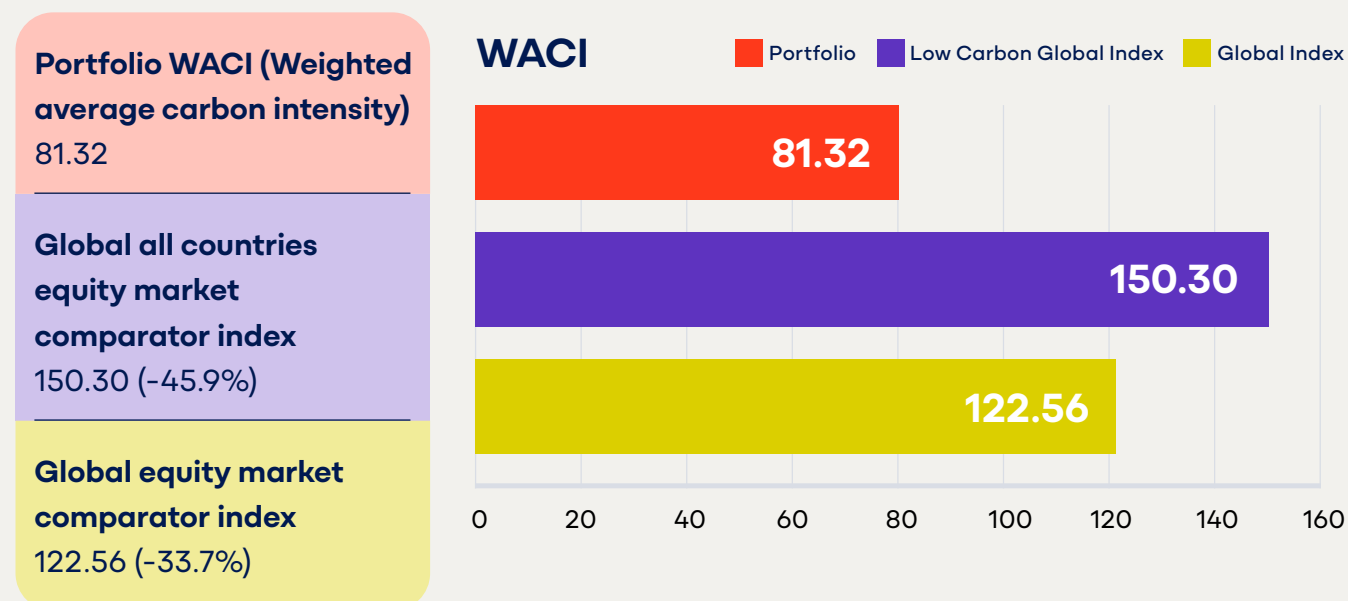
As of 31 March 2025, all investments in the portfolio met a minimum standard of demonstrating credibly they are 'acting to avoid harm'. These are companies demonstrating action to prevent negative impacts on people and the planet. In addition, 64.4% of the investment portfolio was rated by Greenbank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



As of 31 March 2025, the Spurgeon's investment portfolio had a weighted average carbon intensity (WACI) of 81.32 Tonnes of CO<sub>2</sub> eq/£m sales. This is c.46% lower than an all countries equity market comparator index (150.30 CO<sub>2</sub> eq/£m

sales) and c.34% lower than a global equity comparator index (122.56 CO<sub>2</sub> eq/£m sales).

Greenbank undertake voting and engage with companies and policymakers on our behalf to push for positive change. This

includes 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.

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.

## 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







## 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 31<sup>st</sup> 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.	<ul style="list-style-type: none"><li>• Continued monitoring of spend and income against long-term financial plans to achieve balanced budget approach.</li><li>• Increasing efficacy in our commissioned services contracts, ensuring the same quality delivery at a lower cost, given the fixed income local authority budgets.</li><li>• Robust strategies to focus on commissioned services growth.</li><li>• We value our partnerships and work closely with Commissioners and partners to ensure we deliver the highest quality of services to children and families.</li></ul>

## Key risk summary (continued)

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



Key risk summary (continued)

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

Key risk summary (continued)

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





# Our commitment to good governance

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

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

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

New Trustees receive an induction that includes an overview of Spurgeons’ work and activities. All Trustees receive training to enable them to 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](http://www.frc.org.uk/auditorsresponsibilities).

This description forms part of our auditor’s report.

Use of our report

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

Lee Stokes (Senior Statutory Auditor)

For and on behalf of:  
HaysMac LLP, Statutory Auditors  
10 Queen Street Place,  
London  
EC4R 1AG  
Date: 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 1 <sup>st</sup> April	12	11,245	7,093	18,338	12,414	8,519	20,933
Total funds carried forward at 31 <sup>st</sup> 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 31<sup>st</sup> 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
<b>Fixed assets</b>			
Tangible fixed assets	7	363	374
Intangible fixed assets	8	53	73
Investments	9	11,516	14,586
<b>Total fixed assets</b>		<b>11,932</b>	<b>15,033</b>
<b>Current assets</b>			
Debtors	10	461	840
Notice deposits		2,026	-
Cash at bank and in hand		3,757	4,314
<b>Total current assets</b>		<b>6,244</b>	<b>5,154</b>
<b>Liabilities</b>			
Creditors: Amounts falling due within one year	11	(1,161)	(1,849)
<b>Net current assets</b>		<b>5,083</b>	<b>3,305</b>
<b>Total net assets</b>		<b>17,015</b>	<b>18,338</b>
<b>The funds of the charity</b>			
Endowment funds	12(a)	511	511
Restricted funds	12(a)		
- D.J. Thomas fund*		-	4,735
- UK projects fund		2,879	1,847
<b>Total restricted funds</b>		<b>3,390</b>	<b>7,093</b>
- Designated funds **	12(a)	7,931	8,404
- General funds ***	12(a)	5,694	2,841
<b>Total unrestricted funds</b>		<b>13,625</b>	<b>11,245</b>
<b>Total funds</b>		<b>17,015</b>	<b>18,338</b>

\* 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
<b>Cash flows from operating activities:</b>			
<b>Net cash (used in) operating activities</b>		<b>(860)</b>	<b>(3,071)</b>
<b>Cash flows from investing activities:</b>			
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	-
<b>Net cash provided by investing activities</b>		<b>2,329</b>	<b>(1,619)</b>
<b>Change in cash and cash equivalents in the year</b>		<b>1,469</b>	<b>(4,690)</b>
<b>Cash and cash equivalents at beginning of year</b>		<b>4,314</b>	<b>9,004</b>
<b>Cash and cash equivalents at the end of the year</b>	(b)	<b>5,783</b>	<b>4,314</b>

a) Cash flows from operating activities

	Notes	2025 £000's	2024 £000's
<b>Net cash (used in) provided by operating activities</b>			
<b>Net expenditure</b>		<b>(1,323)</b>	<b>(2,595)</b>
<b>Adjustments for:</b>			
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	-
<b>Net cash used in operating activities</b>		<b>(860)</b>	<b>(3,071)</b>

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
<b>Total</b>	<b>6,340</b>	<b>(557)</b>	<b>-</b>	<b>5,783</b>



## 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 1 January 2019), applicable accounting standards (FRS 102) and the Companies Act 2006.

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

#### c) Going concern

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

#### d) Income

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

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

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





I) 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
<b>Statutory sector:</b>				
Local authorities	2	9,365	9,367	8,735
NOMS*	-	163	163	162
<b>Total</b>	<b>920</b>	<b>10,159</b>	<b>11,079</b>	<b>10,096</b>

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
<b>Statutory sector:</b>				
Local authorities	-	8,735	8,735	9,568
NOMS*	-	162	162	503
<b>Total</b>	<b>734</b>	<b>9,362</b>	<b>10,096</b>	<b>10,635</b>

\* 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
<b>Type of project:</b>				
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
<b>Total</b>	<b>3,158</b>	<b>9,317</b>	<b>12,475</b>	<b>14,217</b>



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 indemnity 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 continuing 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 31<sup>st</sup> 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.
- 29<sup>th</sup> May 1961 Charitable Trust**  
Funding towards Boys2Men Hounslow.





# Reference and administrative details

## Trustees and directors

<b>Alicia Fowler</b> (Appointed 11 July 2024) People & Culture Committee	<b>Michael Rebeiro</b> Chair of Board of Trustees Finance & Risk Committee
<b>Alison Collins</b> (Resigned effective 11 July 2024)	<b>Michelle Brissett</b> Finance & Risk Committee
<b>Christopher James</b> Vice Chair of Board of Trustees Standards & Outcomes Committee People & Culture Committee (Chair of Committee)	<b>Nicola Rayner</b> Standards & Outcomes Committee (Chair of Committee)
<b>Colin Jones</b> Finance & Risk Committee (Chair of Committee)	<b>Philip Green</b> (Resigned 5 November 2024)
<b>David Buchan</b> Finance & Risk Committee	<b>Rachel Warwick</b> (Appointed 11 July 2024) Finance & Risk Committee
<b>Debbie Clinton</b> (Appointed 11 July 2024) People & Culture Committee	<b>Timothy Elwell-Sutton</b> Standards & Outcomes Committee
<b>Linda Emery</b> Vice Chair of Board of Trustees People & Culture Committee	
<b>Louise Whitehead</b> (Appointed 11 July 2024) Standards & Outcomes Committee	

## Special Advisors

<b>Berry Leeder</b> (Appointed 11 July 2024) Standards & Outcomes Committee
<b>Sarah Powley</b> Finance & Risk Committee

## Senior officers

<b>Ian Soars</b> Chief Executive Officer	<b>Ann-Marie Fisher</b> Director of Communications and Digital Services (from 1 March 2024)
<b>Lorraine White</b> Director of Services and Practice	<b>Sarah James</b> Director of Fundraising (Appointed 3 March 2025)
<b>Annelize Mynhardt</b> Deputy Chief Executive	
<b>Don Esson</b> Director of Partnerships and Development (Resigned 25 November 2024)	<b>Karen Ortiz-Mcavoy</b> Head of Strategic Programmes & Governance (Company Secretary) Senior Leadership Team
<b>Kate Roberts</b> Director of People and Culture (Resigned 28 March 2025)	

## Professional advisors for the year ended 31<sup>st</sup> March 2025

<b>Investment managers</b> Rathbone Greenbank Investment Management 8 Finsbury Circus London EC2M 7AZ	<b>Solicitors</b> Anthony Collins Solicitors LLP 134 Edmund Street, Birmingham, B3 2ES
<b>Bankers</b> Barclays Bank PLC 4 Waterside Way, Bedford Road, Northamptonshire, NN4 7XD	<b>Independent auditor</b> HaysMac LLP 10 Queen Street Place, London, EC4R 1AG
<b>Registered Office</b> Spurgeons 74 Wellingborough Road Rushden Northamptonshire, NN10 9TY	

Company Registration Number: 03990460  
Charity Registration Number: 1081182