

Company Registration No. 07797133 (England and Wales)

Charity No. 1150126

Spring North Ltd

Company Limited by Guarantee

Trustees' Report and Financial Statements

For the Year Ended 31 March 2025

SPRING NORTH LTD

CONTENTS

YEAR ENDED 31 MARCH 2025

	Page
Reference and administration details	1
Trustees' Annual Report	2
Independent Auditors' Report to the Trustees	14
Statement of Financial Activities	17
Balance sheet	18
Cash flow statement	19
Notes to the financial statements	20

SPRING NORTH LTD

CHARITY REFERENCE AND ADMINISTRATION DETAILS

YEAR ENDED 31 MARCH 2025

Registered Charity Name	Spring North Ltd
Charity Registration Number	1150126
Company Registration Number	07797133
Registered Office	Suite 118, Kings Court King Street Blackburn Lancashire BB2 2DH
Auditor	MHA Chartered Accountants & Statutory Auditor Richard House 9 Winckley Square Preston PR1 3HP
Key Management Personnel	Mrs A Allen (Chief Officer - Resigned 31/03/2025) Mr M Hartley-Smith (CEO - Appointed 31/03/2025) Mr J Thompson (Head of Contracts & Operations) Ms J Bond (Project Manager)

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2025

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report and the audited accounts for the year ended 31 March 2025.

Spring North

The charity changed its name from Families Health and Well Being Consortium to Spring North in November 2019. The new name, logo, vision and values were launched in November 2019.

Structure, governance and management

The charity is a company limited by guarantee. It is managed by a board of experienced trustees which is responsible for ensuring the financial stability of the charity and providing advice on policy and resource management.

The company was incorporated on 4 October 2011 and was registered with the Charities Commission on 11 December 2012.

The trustees who served the company during the year were as follows:

A Patel (Chairperson - Appointed 31/03/2025)
A Barrass
L Baxter
C Bennett (Deputy Chairperson)
S Cotton (Resigned 31/03/2025)
D Edmundson (Chairperson - Resigned 31/03/2025)
I Gibbs
A Greenwood (Resigned 31/03/2025)
B Kaur (Appointed January 2025)
M Needham (Appointed January 2025)
N Adamson (Resigned 16/11/2024)
A Leather (Resigned 31/03/2025)
S Swindley (Resigned 31/03/2025)
L Tapner (Resigned 31/03/2025)

An invitation to join the Board is sent out with the AGM papers prior to the meeting. Nominations are received and voted on at the AGM by members.

As part of the induction and training programme, new Board members are required to:

- Meet the description outlined in the role of directors
- Comply with the process for election of directors
- Agree with the Code of Conduct
- Register any conflicts of interest and directors' interests
- Complete a skills audit to identify strengths and potential skills gaps

All of the above are outlined in the Spring North Directors Manual 2024. None of the trustees have any beneficial interest in the company.

Overall management of the charity is the responsibility of the trustees who are elected and co-opted under the terms of the Memorandum of Articles of Association. Day to day project activity is carried out by the Chief Officer of Spring North and staff.

The Board of Trustees have delegated responsibility to the sub-finance committee for recommending pay and remuneration and establishing benchmarks and parameters used to set pay scales and wage increases for key management personnel. Overall responsibility lies with the Board members.

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2025

Objectives and activities

Spring North is a member-based charity - comprising 198 independent VCFSE organisations from across Lancashire. Our aim is to support these organisations to provide wellbeing for all across the geography through collaboration and partnership working. We aim to do this by redesigning support and services to reflect the changing landscape of health and social care, addressing disadvantage, reducing inequalities and improving the resilience of local people. Through collaborations and innovation, we will achieve impact.

Our values

- Dynamic – Spring North is the driving force to improve health and wellbeing in our communities
- Caring – We support all our members and communities with care and consideration
- Influential – We are a voice within our communities that will change lives through commitment and passion
- Trusted – We are respected, recognized and accountable to our members and stakeholders

We have a strong track record of contract management & sub-contract delivery and the feedback from commissioners, funders and delivery partners has consistently been good over the 11 years of our formation.

Spring North has in place an agreed process for sub-contracting which allows for internal competition for delivery of work where appropriate - all members are signed up to these arrangements. Spring North provides a single point of contract for commissioners and ensures the following:

Integration

The collaborative approach to planning and delivery allows for integrated support to be rolled out across Lancashire and South Cumbria. Sub-contracted organisations report directly to Spring North using an agreed format - which are then consolidated into a single report for the funder.

Quality

All member organisations are required to evidence a quality kite-mark as a pre-requisite for membership. Quality of provision is monitored through regular meetings with our membership and the service users.

Compliance

Sub-contracted organisations are required to sign an agreement with Spring North outlining their obligations in terms of service delivery and financial monitoring. These are monitored on a quarterly basis.

Accountability

Systems and processes for reporting and monitoring are agreed with the sub-contracting organisation and Spring North. Accountability for the delivery of work lies within the delivery partnership but rests firmly with Spring North as the contract holder.

Performance

Agreed performance measures are outlined with funders at the outset of the contracts and monitored on a quarterly basis.

Efficiency

Through re-alignment of service provision, better collaboration and asset building, the Spring North model reduces duplication of services, ensures an end-to-end support service for the target groups and a person/family focused approach to roll-out.

Regular consultation with service users is an integral part of the work undertaken.

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2025

Who we are:

Spring North is a member based charitable company - established and incorporated as a company in October 2011 and registered as-a charity in December 2012 and renamed and relaunched in November 2019. The organisations that make up Spring North are drawn from the VCFSE across Lancashire and South Cumbria. The trustees (who are also the Board of Directors of the company) are elected annually by the membership and are nominated by the member organisations themselves. There is also a minimum of two independent non-executive directors, one of whom undertakes the role of Chair.

How do we meet our vision and values?

- Provide a structure to support partnership and multi-agency working across our members in order to deliver commissioned and grant funded services throughout Lancashire and the North West
- Ensure the provision of effective, quality-assured service delivery to individuals, families and communities, tendering for contracts and funding on behalf of members
- Manage contracts and tenders and monitor outputs and outcomes
- Provide a single point of contact for commissioners and funders
- Undertake both general and specific research to identify the needs of local communities and determine appropriate solutions
- Provide business support and training to member organisations that builds their capacity and increases their effectiveness to meet the needs of their beneficiaries
- Provide networking opportunities and regular meetings with, and for, members and other stakeholders to encourage collaboration and strategic working
- Share best practice and enable our members to provide innovative solutions to meet local need
- Facilitate communication between the member organisations and other stakeholders
- Gather and share data - pooling knowledge and expertise to build capacity in the sector, ensure resilience and reduce duplication of provision
- Provide regular opportunities for member organisations to engage with the broader agenda of Health and Wellbeing transformation

Why a consortium approach?

- To enable members to work together in order to apply for tenders and grants that require a range of skills and expertise not found within a single agency
- To create clusters of expertise and support for organisations to draw on, whether they offer a specialist or generalist service
- To develop synergy and added social value by working together - our services delivered across the whole spectrum of health and social care to all ages and backgrounds
- To provide a system for information sharing - access to research findings, safe systems and protocols to promote safeguarding and protect client confidentiality
- To be used as a vehicle for influence through the size and scope of its membership
- To reach a wide geography through our network of local member organisations - enabling us to provide service delivery across the whole of Lancashire and the North West, touching thousands of lives
- To offer diversity of service provision through members, giving greater scope for innovation
- To maximize the breadth of knowledge, skills and experience contained within the member organisations and their beneficiaries

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2025

Why a consortium approach? (continued)

- To afford opportunities to create efficiency savings through the provision of infrastructure support for all members e.g., payroll, HR, workforce development and to broker services.
- To facilitate cohesive service delivery and encourage more partnership funding bids
- To provide a platform for accountability and credibility through the provision of quality assured service delivery (through membership criteria and annual reviews)
- To take a strategic, sector-wide leadership role by strengthening the collective voice of the VCFSE sector through Spring North's contract management and system-level engagement.
- To demonstrate, through robust monitoring, evaluation and reporting, the unique value, reach and impact that VCFSE organisations deliver for communities.
- To ensure the VCFSE sector is recognised as an essential delivery partner within local systems, using aggregated insight, evidence and outcomes data to influence commissioning, policy and strategic planning.
- To strengthen the sector's ability to scale innovation, share best practice and respond collectively to emerging needs and priorities.
- To provide commissioners with a single, accountable partnership structure that can deliver consistent quality, strong governance, and high-impact outcomes across a range of providers.

What do we offer?

Spring North offers support to its member organisations to collaboratively deliver a wide range of interventions that improve emotional, mental and physical health across the life course and within communities, while actively addressing and reducing health inequalities.

Who do we support?

Ultimately the work of Spring North benefits children, families and adults of all ages in the local communities in Lancashire and the North West.

Through the take-up of both specialist and generalist services provided by members, we are engaging with vulnerable people, assessing their needs (especially physical and emotional health needs) and providing them, through our member organisations, with advice, guidance and support in accordance with these. Delivery of provision is taking place in some of the most deprived local communities with a focus on vulnerable residents within those communities including:

- The long-term unemployed
- Lone parents
- Carers and their families
- Victims of domestic violence
- People requiring long term care
- People experiencing multiple disadvantage
- People with disabilities
- People with mental health needs
- The homeless
- Offenders and ex-offenders

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2025

- People with long-term conditions and chronic illness
- Adults, Children and young people with SEND or neurodiversity
- Adults, Children and young people experiencing bereavement, trauma or adverse childhood experiences
- Young people, including those not in education, employment or training (NEET)
- Older people
- Minority ethnic groups
- People affected by substance misuse

The Board of Trustees have paid due regard to guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2025

Achievements and performance

This has been a year of growth for Spring North in terms of our membership which is now at 198 independent VCFSE organisations, in terms of staffing - the team has grown to 9 members and in terms of commissioning where the organisation has managed 18 contracts and sub-contracted/awarded grants to 71 members.

Our membership spans the whole geography of Lancashire and South Cumbria and has increased steadily, especially in North Lancashire and South Cumbria allowing us to roll out support services to a much broader population. This has in turn enabled us to develop more groups of specialist interest including mental health, ND, C&YP Autism, older people support and further developing our community health champions providing information and support on a range of health issues.

The staffing team includes expertise in IT and marketing as well as training and business development – we now offer a comprehensive marketplace of support to our members, subsequently leading to a sustainable income stream to Spring North for these services. The development of bespoke databases for individual contract monitoring allows us to access real time data on the impact and outputs of our projects.

Our success rate in application of tenders to award has risen to 78% and we have greatly extended and maintain the diversity of funding sources including Local Authorities, DHSC, NHS, ICB, and LSCFT.

In terms of partnership working, Spring North is a leading member of the Lancashire and South Cumbria VCFSE Alliance and represents the sector on a number of ICB strategic groups. The organisation is well connected to our local statutory partners through (for example) the ICB Population Health Board, BwD Health and Well Being Board and the ICP Board

Despite the evidential success of the organisation within the last year, we do not remain complacent and continue to seek ways to improve our offer to members, to funders and most importantly to the populations we serve

During this financial year, Spring North has managed the following contracts:

1. BwD Multiply

Commission from Bwd Council to increase numeracy skills and qualifications across Blackburn with Darwen through innovative engagement sessions, workshops and courses with the opportunity for formal accredited qualifications to enhance the opportunities available to local people in gaining employment, supporting children/young people with homework, and better use of numeracy in day-to-day finance and budgeting. Skills learnt can also support practically with routine activities such as baking or DIY etc. This project came to an end in March 2025.

2. Holiday Activities & Food Fund – Blackburn with Darwen

Commission from Blackburn with Darwen Borough Council to deliver a quality and action-packed programme of holiday clubs, incorporating meaningful activities and food to engage children and young people from vulnerable families on Free school meals across the borough. This national funding not only engages CYP's, and promotes them to be active and healthy, but increases their social opportunities and overall wellbeing. Families benefit from an upskilled youth workforce who can support families with a range of signposting and advice help at the point of need.

3. Parent Peer Support

Commission from LSC ICB to establish a parent / carer support group in each 'place' across the ICB. Each group being led by an experienced parent (User by experience) and qualified emotional health and wellbeing professional. The user by experience supported other parents and carers whose children / young person have any kind of emotional or mental health problem. These groups are particularly important for parents with young people in the risk support quadrant as the groups will be supported by CAMHS professionals and will therefore provide access to advice and support when young people are not actively engaged with CAMHS services and can help identify when circumstances change and a young person may be ready to access CAMHS support.

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2025

4. C&YP Peer Support

Commissioned by LSC ICB as part of the Thrive approach the peer support offer provides children and young people with opportunities to connect with others who share similar experiences, helping them build the knowledge, skills and confidence needed to manage their mental health and improve their overall wellbeing. Through a blend of one-to-one support, peer-led groups and online platforms, CYP are supported to learn from one another, strengthen resilience and focus on what matters most to them.

The service includes:

- One-to-one emotional and practical support, delivered face-to-face or by telephone, including information, befriending and peer mentoring.
- Peer-led group sessions offering emotional support, shared learning, activities and social connection.
- Online peer support, such as moderated discussion forums, providing accessible information, shared experiences and reduced anxiety.

This service is delivered across the whole of Lancashire and South Cumbria, raising awareness and ensuring children and young people can access timely, supportive and empowering peer-based interventions.

5. CYP MH Ward Support

Two-year commission from LSC ICB to support ward clients on Children's mental health wards in Blackburn, and Blackpool to support young people with a range of on-ward therapeutic support sessions in response to known or emerging needs to reduce anxiety, reduce crisis and conflict, develop coping strategies and time to talk through any worries. Outcomes to young people are increased engagement with ward-based counsellors, reduced anxiety and stress on the ward, identified negative thoughts, feelings, and behaviours, develop coping strategies for negative thoughts and behaviours, improved progress, reduced self-harming and suicide intent and reduced barriers to engaging with support on discharge.

6. Family Autism Service (FAS)

The Family Autism Support project, core funded by Lancashire and South Cumbria ICB, continues to be a vital lifeline for families in Blackburn with Darwen and East Lancashire. Alongside our established offer of one-to-one support, group sessions, drop-ins, information, advice and guidance. The project offers, family activities and inclusive events designed to meet the unique needs of children and young people with autism and their families.

The project aims to strengthen social connection, reduce isolation and provide enriching experiences that promote emotional wellbeing for the whole family. By creating opportunities for peer support, enjoyment and respite, we will help families build confidence, resilience and supportive networks. Our ambition is to foster a more understanding, compassionate community where autistic children and their families not only cope but genuinely flourish, benefitting from long-term inclusion and connection.

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2025

7. Neurodiversity Support (Adult ASD)

Our Adult ND Project provides tailored support for neurodivergent adults aged 18+, helping individuals build confidence, develop independence and improve overall wellbeing. The service combines practical assistance, emotional support and accessible opportunities for growth, delivered through a blend of one-to-one sessions and engaging group activities.

We offer dedicated peer support groups and individual support, creating safe spaces for adults to share experiences, reduce isolation and strengthen social connections. Through information, advice and guidance, participants receive clear, personalised support to navigate daily challenges and access services. A core focus of the project is building and developing life skills, from communication and self-management to decision-making and routine planning. We also provide group-based social and leisure activities, promoting inclusion, enjoyment and community participation.

Specialist behaviour management support and workshops help adults understand and regulate responses, while our employment support and skills workshops enable participants to explore work opportunities, prepare for employment and progress confidently towards their goals.

8. Neighbourhood Youth Offer (NYO)

Funded by Blackburn with Darwen Borough Council, our neighbourhood youth work offer gives children and young people access to free leisure activities, informal education, and supportive relationships with skilled practitioners. We deliver weekly junior and senior sessions across West, East and North Blackburn on a universal, open-access basis, providing safe, inclusive spaces for young people aged 8–12, 13–19 and up to 25 for those with SEND.

The service promotes personal, social and educational development by offering opportunities to try new activities, learn, build confidence and have fun. We empower young people to influence and lead projects, make informed choices and express themselves. Through participation, volunteering and youth voice activities, young people develop a strong sense of citizenship, community involvement and social responsibility.

9. Early Intervention Safe Hubs

Funded by the Department of Health and Social Care, the Early Intervention Safe Hubs are designed to reduce emotional distress, prevent escalation of need and help young people feel safer, more confident and better equipped to navigate life's challenges. Based across Pennine Lancashire, the hubs provide safe, welcoming spaces where children and young people can access timely, targeted interventions, resources and support. Every aspect of the project is shaped by the voice of young people and continually evaluated to ensure services remain meaningful and responsive.

Working through a relationship-based model, each hub offers young people the time and space to talk, reflect and build trust before any formal intervention begins. From this foundation, young people can access personalised support including one-to-one therapeutic sessions, creative group activities and practical guidance focused on emotional regulation, resilience, confidence and life skills. The project strengthens wellbeing, promotes positive coping strategies and supports young people to manage life's challenges in a nurturing, empowering environment.

10. VCFSE-Led Admission Avoidance and Discharge Support (UEC)

Spring North was commissioned by the VCFSE Alliance as the managing agent to oversee and coordinate a set of VCFSE-led schemes designed to deliver integrated, person-centred support that prevents unnecessary

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2025

hospital admissions and enables safe, timely discharge. Focused on the winter period, the programme targeted three priority groups: adults in Blackpool with respiratory conditions, particularly COPD; frail older people in Darwen at risk of falls; and vulnerable adults, children, young people and families in Blackburn Central Ward.

The initiative combined proactive outreach, close alignment with existing health and community services, and the development of local support networks to ensure people received the right help at the right time. The primary aims were to avoid A&E attendances, reduce hospital admissions, support timely discharge to improve flow and release bed capacity and reduce the risk of hospital readmission.

11. VCFSE Cancer Alliance Grant Scheme (LSCCA)

The Lancashire and South Cumbria Cancer Alliance (LSCCA) VCFSE Small Grants Scheme supports innovative, community-led projects that improve cancer outcomes through greater awareness, increased screening and HPV vaccination uptake, and encouraging timely presentation to primary care. Designed with local stakeholders and aligned to NHS priorities for early diagnosis and the Core20Plus5 approach to reducing health inequalities, the scheme focuses on improving understanding of cancer signs and symptoms within targeted communities, including the most common cancers or those of particular local concern.

Spring North managed the scheme on behalf of the ICB Cancer Alliance, awarding £140,000 of grant funding to 19 VCFSE organisations across Lancashire and South Cumbria to deliver impactful, locally tailored cancer awareness initiatives.

12. Bridge to Home

This project, funded by Lancashire & South Cumbria NHS Foundation Trust (LSCFT), provides dedicated support to individuals in mental health wards who do not meet the criteria to reside (NMCTR) but continue to occupy a bed due to unresolved support needs. The service offers tailored case management to help each person access the right support at the right time, enabling a safe and timely transition back into the community. Support includes in-ward engagement, virtual sessions, and assistance with community rehabilitation. The project helps individuals understand their care options, build confidence, strengthen self-care skills and promote emotional independence. By addressing health, wellbeing and wider social needs, the service improves inclusion for people from disadvantaged or vulnerable backgrounds.

Alongside direct support, the project strengthens system processes, enhances information sharing and builds a clearer understanding of the NMCTR cohort, ultimately improving people's experiences, outcomes and satisfaction across health and social care.

13. Severe Mental Illness (SMI) Health Check Outreach – South Cumbria

This project supports Primary Care Networks and General Practices across South Cumbria to identify and engage people on SMI registers who have not received a health check in the past three years, including those who are traditionally hard to reach. After identifying individuals, we make direct contact through letters, calls or face-to-face engagement, promoting the importance of completing their health check and supporting them through the process. Working closely with PCNs, we help deliver the checks and co-create personalised, integrated health plans that reflect each person's priorities. We then support individuals to achieve their goals and improve long-term wellbeing.

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2025

Financial review

During the year ended 31 March 2025 the charity received total incoming resources of £2,817,722. Costs of £2,913,420 were incurred in connection with the delivery of these projects and core administration, resulting in a deficit of £95,698.

Reserves policy

At 31 March 2025 the charity held total funds of £690,955, of which £576,222 were unrestricted in nature.

The Trustees originally set a policy of aiming to accumulate unrestricted funds which have not been designated for a specific use which are equivalent to six months' of core running expenditure. The trustees consider that reserves at this level would ensure that, irrespective of future funding they would be able to continue the charity's current activities and cover core salaries while consideration is given to ways in which additional funds may be raised.

Core running expenditure for the year ended 31 March 2025 amounted to £488,093 (total expenditure of £2,913,420, less payments to service providers of £2,406,630, less member training costs of £18,697). As at 31 March 2025 the level of free general reserves was £576,222 which is in excess of six months' of core running expenditure.

Risk management

The main risks facing Spring North include:

- 1 Risk - Changes to local and regional commissioning, reduction in new ICB contracts due to their current financial position, focus on the 3 left shifts, 1. Hospital to Community, 2. Digital solutions and 3. Move from reactive to prevention, earlier intervention as part of the NHS 10-year plan

Spring North Response - The organisation has been involved via representation on the programme boards and is well positioned to promote and position the VCFSE sector's ability to respond and align to each left shift, especially the VCFSE sector's ability for community and early intervention.

- 2 Risk - Attracting new and additional funding

Spring North Response – The organisation has been developing partnerships, exploring with commissioners' new delivery models, linked to high need areas and where Spring North and its members can offer a cost-effective solution.

- 3 Risk - Maintaining adequate funding to support the core costs of the organisation

Spring North Response - Management costs are agreed for each funding application by the relevant partnership at the outset of the commission/tender/project and are maintained at an appropriate level to support costs for the lifetime of the project.

- 4 Risk - Loss of main contracts and associated reputational damage - against escalation of need and vulnerability in communities

Spring North Response - Sustainability strategy in place to secure future funding, engagement with key partners and transparency on delivery performance. System transformation plans with partners to improve community resilience.

- 5 Risk – Workforce Capacity and Recruitment Challenges - difficulty recruiting or retaining skilled staff, could impact delivery capacity and service continuity.

Spring North response – Continued investment in workforce development, remuneration, wellbeing programmes

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2025

The major risks to which the charity is exposed have been reviewed and adequate systems and procedures have been established to manage such risks.

Fundraising

We have considered the requirements of the Charities (Protection and Social Investment) Act 2016 regarding disclosures concerning fundraising and fundraising standards and confirm that these do not apply to the charity.

Plans for future periods

Spring North will continue to seek funding to deliver services across Lancashire and South Cumbria through contracts, tenders and grant funding. We will encourage new member organisations (both associate and full) and will deliver activity according to our objectives. We will provide support to those members through information sharing on good practice, training and learning opportunities. We will ensure that all delivery, support, advice and guidance provided by Spring North is underpinned by quality assured standards. We will work closely with stakeholders and commissioners to ensure future delivery of activities aligns with local and national strategy. We will seek to diversify income sources to ensure future sustainability.

We will work with other infra-structure organisations to map funding opportunities, design innovative services and deliver worthwhile interventions which will not duplicate current provision.

Trustees' responsibilities statement

The trustees (who are also the directors of Spring North for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently,
- observe the methods and principles in the Charities SORP 2019 (FRS 102),
- make judgements and accounting estimates that are reasonable and prudent,
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2025

Auditor

MHA is deemed to be re-appointed under section 487(2) of the Companies Act 2006.

Signed by order of the trustees



.....
C Bennett
Trustee

Date: January 30, 2026
.....

SPRING NORTH LTD**INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES****FOR THE YEAR ENDED 31 MARCH 2025**

Opinion

We have audited the financial statements of Spring North Ltd (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including 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 its incoming resources and application of resources, including its 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 responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 other information comprises the information included in the trustee's annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

SPRING NORTH LTD**INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES****FOR THE YEAR ENDED 31 MARCH 2025**

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' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in trustees' report.

Matters on which we are required to report by exception

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, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 10, 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 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.

SPRING NORTH LTD**INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES****FOR THE YEAR ENDED 31 MARCH 2025**

The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Obtaining an understanding of the legal and regulatory frameworks that the Charity operates in, focusing on those laws and regulations that have had a direct effect on the financial statements. The key laws and regulations we considered in this context relate to the Charities Act. In addition, we consider compliance with employee legislation, as fundamental to the Charity's operations;
- Discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;
- Auditing the risk of fraud in revenue, including through testing of income cut off at the period and through income transaction and proof in total testing, to provide comfort that revenue is completely stated in the financial statements; and
- Reviewing minutes of meetings of those charged with governance; and
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

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 is available on the Financial Reporting Council's website at: <https://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.



Nicola Mason MA(Cantab) FCA DChA (Senior Statutory Auditor)
For and on behalf of MHA, Statutory Auditor

Richard House
 Winckley Square
 Preston
 PR1 3HP

Date: January 30, 2026

MHA is the trading name of MHA Audit Services LLP, a limited liability partnership in England and Wales (registered number OC455542)

SPRING NORTH LTD**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)****YEAR ENDED 31 MARCH 2025**

		Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
	Note				
Income from:					
Charitable activities	3	2,713,952	79,861	2,793,813	2,288,631
Other income	4	23,910	-	23,910	13,835
Total income		2,737,862	79,861	2,817,723	2,302,466
Expenditure on:					
Charitable activities	5/6	2,863,356	50,064	2,913,420	1,831,718
Total expenditure		2,863,356	50,064	2,913,420	1,831,718
Net income/(expenditure)		(125,494)	29,797	(95,697)	470,748
Transfers between funds		-	-	-	-
Net movement in funds		(125,494)	29,797	(95,697)	470,748
Reconciliation of funds					
Fund brought forward at 1 April 2024		701,716	84,936	786,652	315,904
Funds carried forward at 31 March 2025		576,222	114,733	690,955	786,652

The Statement of Financial Activities includes all gains and losses in the year.


All of the above amounts relate to continuing activities.

SPRING NORTH LTD**BALANCE SHEET****AS AT 31 MARCH 2025**

		Unrestricted funds	Restricted funds	2025 Total funds	2024 Total funds
		£	£	£	£
	Note				
Current assets					
Debtors	9	375,374	-	375,374	743,633
Cash at bank and in hand		437,035	114,733	551,768	158,231
		812,409	114,733	927,142	901,864
Creditors: amounts falling due within one year	10	(236,187)	-	(236,187)	(115,212)
Net current assets		576,222	114,733	690,955	786,652
Total assets less current liabilities		576,222	114,733	690,955	786,652
Funds					
Designated funds	11	-	114,733	114,733	84,936
Unrestricted funds	11	576,222	-	576,222	701,716
Total funds		576,222	114,733	690,955	786,652

The notes on pages 17 to 27 form part of these accounts.

These accounts were approved by the Trustees on January 30, 2026 and signed on their behalf by:

..... 
C Bennett
Trustee

Company Registration Number: 07797133

SPRING NORTH LTD**CASH FLOW STATEMENT****FOR THE YEAR ENDED 31 MARCH 2025**

	2025 £	2024 £
Cash generated from operating activities	393,537	(62,193)
Cash provided by investing activities		
Investment income	-	-
Increase/(decrease) in cash and cash equivalents in the year	393,537	(62,193)
Cash and cash equivalents at the beginning of the year	158,231	220,424
Cash and cash equivalents at the end of the year	551,768	158,231
Reconciliation of net movement in funds to net cash flow from operating activities		
	2025 £	2024 £
Net movement in funds	(95,697)	470,748
Investment income	-	-
Decrease/(increase) in debtors	368,260	(383,176)
(Decrease)/increase in creditors	120,974	(149,765)
	393,537	(62,193)

SPRING NORTH LTD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Legal form

The charity constitutes a limited company, limited by guarantee as defined by the Companies Act 2006, incorporated in England and Wales. The registered office is as stated on page 1.

Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice. Spring North Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Preparation of the accounts on a going concern basis

Spring North has not been impacted by early termination of contracts, however a couple of contracts finished at the end of the financial year, which supported specifically the homeless population. However, management have been successful in securing additional funding to be able to maintain these services.

Whilst the funding landscape beyond 31 March 2025 is not yet certain, the Board are confident they will be able to maintain the existing level of income through the continuation of contracts and a positive success rate in funding applications.

The Trustees have performed a going concern review and are satisfied the charity has sufficient funds brought forward to cover core salaries and overheads for at least the twelve-month period following approval of the accounts. Therefore, at the time of approval of the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for at least the twelve-month period following approval of the accounts. Thus, they continue to adopt the going concern basis of accounting in preparing the financial statements.

Incoming resources

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item of income have been met, it is probable that the income will be received, and the amount can be measured reliably. The following specific policies are applied:

- Voluntary income is received by way of grants and donations and is included in full in the Statement of Financial Activities (SOFA) when receivable. Grants where entitlement is not conditional on the delivery of a specific performance by the charity are recognised when the charity becomes unconditionally entitled to the grant.
- Investment income is included when receivable.
- Contract income is recognised when the contractual obligations have been fulfilled. Where the contract is still in progress, income is recognised to the extent that it has been earned.

SPRING NORTH LTD

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies (continued)

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Resources expended and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure on charitable activities includes the costs of charitable activities undertaken directly to further the purposes of the charity and their associated support costs.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support the charity's activities. These costs have been allocated between expenditure on a basis consistent with the use of resources.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Operating leases

Rentals payable are charged on a time basis over the lease term.

2 Judgements and key sources of estimation uncertainty

There have been no significant judgements (apart from those involving estimates) made in the process of preparing the financial statements.

There have been no key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

SPRING NORTH LTD**NOTES TO THE FINANCIAL STATEMENTS****FOR THE YEAR ENDED 31 MARCH 2025****3 Incoming resources from charitable activities**

	Unrestricted funds	Restricted funds	2025 Total funds	2024 Total funds
	£	£	£	£
Income for delivery of services				
Action for ASD	-	-	-	41,217
Blackburn with Darwen Borough Council:				
BeeYourself Website	-	-	-	10,000
BwD Multiply Project	-	70,861	70,861	25,360
BwD YPF	-	-	-	30,000
Community Champions	31,250	-	31,250	39,750
Holiday Activities Fund	-	-	-	-
NYO	114,000	-	114,000	-
Community Foundation:				
Healthy Thinking for Me	-	-	-	40,120
DWP Resource Management:				
Kickstart	-	-	-	5,604
Department of Health and Social Care				
Safe Hubs	151,600	-	151,600	-
Lancashire Country Council:				
Holiday Activities Fund	546,381	-	546,381	587,619
IRS Peer Support workers	-	-	-	56,300
Lancashire South Cumbria NHS Foundation Trust:				
Healthy Child Programme	-	-	-	88,318
IRS Peer Support workers	-	-	-	15,116
Management fee for core services	404,432	9,000	413,432	275,532

SPRING NORTH LTD**NOTES TO THE FINANCIAL STATEMENTS****FOR THE YEAR ENDED 31 MARCH 2025****3 Incoming resources from charitable activities (Continued)**

	Unrestricted funds	Restricted funds	2025 Total funds	2024 Total funds
	£	£	£	£
Income for delivery of services				
NHS Lancashire and South Cumbria				
ICB (QE1):				
ASD support service	143,333	-	143,333	116,667
Asthma Champions	-	-	-	90,000
Bridge to Home	106,250	-	106,250	157,500
Cancer Alliance	157,080	-	157,080	-
Covid & Flu Project	-	-	-	81,870
Diabetes Casework	-	-	-	120,683
Early Years Intervention	25,850	-	25,850	88,000
HEE	-	-	-	35,975
Macmillan	6,949	-	6,949	-
MH Ward support	-	-	-	70,000
MH Ward support - paediatric	194,688	-	194,688	238,000
Physical health checks South Cumbria	12,567	-	12,567	-
Spring North Hub	6,549	-	6,549	-
Thrive Lot 2	126,324	-	126,324	-
Thrive Lot 3	104,049	-	104,049	-
Thrive Waites	163,400	-	163,400	-
Turnaround	14,250	-	14,250	-
UEC Winter Capacity	400,000	-	400,000	-
VCFS Sector Commissioning	-	-	-	75,000
Support Service				
Not specified	5,000	-	5,000	-
	2,713,952	79,861	2,793,813	2,288,631

Included within income from charitable activities is unrestricted income of £2,713,952 (2024: £2,155,967) and restricted income of £79,860 (2024: £132,664).

4 Other income

	Unrestricted funds	Restricted funds	2025 Total funds	2024 Total funds
	£	£	£	£
Miscellaneous Income	4,640	-	4,640	-
Service Income	19,270	-	19,270	13,835
	23,910	-	23,910	13,835

SPRING NORTH LTD**NOTES TO THE FINANCIAL STATEMENTS****FOR THE YEAR ENDED 31 MARCH 2025**

Included within other income is unrestricted income of £23,910 (2024: £13,835) and restricted income of £nil (2024: £nil).

5 Costs of charitable activities

	Activities directly undertaken (note 6) £	Support and governance costs (note 6) £	2025 Total funds £	2024 Total funds £
Adult Autism support	42,500	-	42,500	-
ASD Support service	160,000	-	160,000	62,000
Asthma Champions	10,000	-	10,000	51,010
B2H	172,667	-	172,667	138,257
BeeYourself Website	-	-	-	11,968
BP Engagement	-	-	-	44,870
BwD Multiply Project	46,014	-	46,014	29,977
BwD YPF	-	-	-	2,348
CAF	-	-	-	6,000
Cancer Alliance	141,700	-	141,700	-
Community Champions	-	-	-	8,500
Covid & Flu Project	34,240	-	34,240	24,740
Diabetes Casework	12,000	-	12,000	65,584
EY Interventions	52,640	-	52,640	-
Genetics Project	-	-	-	992
HAF	68,172	-	68,172	22,815
Holiday Activities Fund - Preston	546,226	-	546,226	580,038
Healthy Child Programme	-	-	-	124,637
Healthy Thinking for Me	4,050	-	4,050	17,780
HEE	-	-	-	35,156
IRS Wellbeing Coordinators	-	-	-	21,800
Macmillan	6,851	98	6,949	-
MH ward - BFW	-	-	-	10,472
MH Ward support - paediatric	194,688	-	194,688	195,238
NYO	95,000	-	95,000	-
Physical Health Checks South Cumbria	8,378	-	8,378	-
PL Leaders Board	-	-	-	5,000
Safe Hubs	132,500	-	132,500	-
Spring North HUB	-	49,074	49,074	57,923
Workforce MH Training	27,285	430,780	458,065	314,614
Thrive Waites	108,820	-	108,820	-
Thrive Lot 2	126,324	-	126,324	-
Thrive Lot 3	66,957	-	66,957	-
Turnaround	2,800	-	2,800	-
UEC Winter Capacity	373,656	-	373,656	-
	2,433,468	479,952	2,913,420	1,831,718

Total expenditure includes £2,863,356 of unrestricted expenditure and £50,064 of restricted expenditure.

SPRING NORTH LTD**NOTES TO THE FINANCIAL STATEMENTS****FOR THE YEAR ENDED 31 MARCH 2025****5 Costs of charitable activities (continued)***Prior year costs of charitable activities*

	Activities directly undertaken (note 6)	Support and governance costs (note 6)	2024 Total funds	2023 Total funds
	£	£	£	£
ARFID	-	-	-	14,000
ASD Support service	62,000	-	62,000	-
Asthma Champions	51,010	-	51,010	-
B2H	138,257	-	138,257	-
BeeYourself Website	100	11,868	11,968	34,996
BP Engagement	44,870	-	44,870	55,636
BwD Multiply Project	29,977	-	29,977	79,860
BwD YPF	1,446	902	2,348	-
CAF	6,000	-	6,000	-
Community Champions	8,500	-	8,500	54,700
Covid & Flu Project	24,740	-	24,740	-
Diabetes Casework	65,584	-	65,584	-
ED Interventions	-	-	-	(274)
Genetics Project	-	992	992	-
HAF	19,854	2,960	22,815	63,282
Holiday Activities Fund - Preston	577,552	2,485	580,038	630,451
Healthy Child Programme	124,637	-	124,637	95,477
Healthy Thinking for Me	17,780	-	17,780	47,200
HEE	35,006	150	35,156	65,500
HMO In-reach	-	-	-	8,744
IRS Wellbeing Coordinators	21,800	-	21,800	53,553
Kickstart	-	-	-	97,468
MH ward - BFW	-	10,472	10,472	47,094
MH ward - BwD	-	-	-	174,976
MH Ward support - paediatric	195,238	-	195,238	-
Pause 4 Thought (P4T)	-	-	-	4,125
Parent Peer Support	-	-	-	39,000
PL Leaders Board	-	5,000	5,000	-
Rapid Rehousing	-	-	-	10,500
Spring North HUB	-	57,923	57,923	(48,899)
Workforce MH Training	314,614	-	314,614	71,985
	-	-	-	-
	1,738,965	92,753	1,831,718	1,599,373

SPRING NORTH LTD**NOTES TO THE FINANCIAL STATEMENTS****FOR THE YEAR ENDED 31 MARCH 2025****6 Costs of charitable activities analysed by nature**

	2025 Direct costs £	2025 Support costs £	2024 Direct costs £	2024 Support costs £
Staff costs	-	424,651	-	317,937
Payments to service providers	2,406,630	-	1,399,035	-
Travel and subsistence	-	6,129	-	2,569
Grants to institutions	-	-	-	-
Activities and spot purchasing	8,141	-	9,377	-
Training	18,697	-	10,046	-
Meeting costs	-	1,616	-	2,851
Marketing	-	5,743	-	21,326
Consultancy fees	-	586	-	-
Stationery and consumables	-	900	-	160
Telephone	-	1,873	-	728
Accommodation	-	10,239	-	11,305
Insurance	-	5,625	-	2,965
Rent and rates	-	(521)	-	-
IT Support	-	16,950	-	25,241
Bank charges	-	279	-	235
Bad debts	-	-	-	16,464
Light and Heating Costs	-	-	-	-
Professional fees, finance support & payroll	-	-	-	-
Governance costs – audit and accounts fee	-	5,882	-	11,478
	2,433,468	479,952	1,418,458	413,259

During the year ended 31 March 2025, Nil members were awarded small grants (2024: £nil).

7 Net (incoming)/outgoing resources

Net resources are stated after charging/(crediting):

	2025 £	2024 £
Independent auditors' remuneration:		
- Audit fee (exclusive of VAT)	6,250	4,875
- Other services (exclusive of VAT)	1,250	1,100

SPRING NORTH LTD**NOTES TO THE FINANCIAL STATEMENTS****FOR THE YEAR ENDED 31 MARCH 2025****8 Analysis of staff costs, trustee remuneration and expenses and the cost of key management personnel**

	2025 £	2024 £
Total staff costs were as follows:		
Wages and salaries	382,607	288,634
Social security costs	30,634	21,860
Pension costs	10,860	7,443
	<u>424,101</u>	<u>317,937</u>

Particulars of employees:

The average number of employees during the year was as follows:

	2025 No	2024 No
Management	4	4
Information and administration	7	6
	<u>11</u>	<u>10</u>

No employees received emoluments of more than £60,000 during the year (2024: £60,000). None of the trustees received any remuneration during the current or previous year. No travel or related expenses were reimbursed to trustees during the year (2024: £nil).

The employee benefits paid to key management personnel including employer's NI and employer's pension contributions during the year was £198,146 (2024: £62,023).

During the year two redundancy payments were made to two employees for the amounts of £9,798 and £3,473. There were no amounts outstanding at 31 March 2025.

9 Debtors

	2025 £	2024 £
Other debtors	330,925	741,408
Prepayments	44,449	2,225
	<u>375,374</u>	<u>743,633</u>

SPRING NORTH LTD**NOTES TO THE FINANCIAL STATEMENTS****FOR THE YEAR ENDED 31 MARCH 2025****10 Creditors: Amounts falling due within one year**

	2025 £	2024 £
Accruals and deferred income	220,307	113,403
Taxation and other social security	-	-
Trade creditors	12,314	-
Other creditors	3,566	1,809
	<u>236,187</u>	<u>115,212</u>

11 Fund movement

	Brought forward at 1 April 2024 £	Incoming resources £	Outgoing resources £	Transfers £	Carried forward at 31 March 2025 £
Unrestricted general funds	<u>701,716</u>	<u>2,737,862</u>	<u>(2,863,356)</u>	<u>-</u>	<u>576,222</u>
Designated funds					
Small grants	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total unrestricted funds	<u>701,716</u>	<u>2,737,862</u>	<u>(2,863,356)</u>	<u>-</u>	<u>576,222</u>
Restricted general funds					
BwD Multiply Project	49,882	79,861	(46,014)	-	83,729
Healthy Thinking for Me	29,420	-	(4,050)	-	25,370
Kickstart	5,634	-	-	-	5,634
Total restricted funds	<u>84,936</u>	<u>79,861</u>	<u>(50,064)</u>	<u>-</u>	<u>114,733</u>
Total funds	<u>786,652</u>	<u>2,817,723</u>	<u>(2,913,420)</u>	<u>-</u>	<u>690,955</u>

SPRING NORTH LTD**NOTES TO THE FINANCIAL STATEMENTS****FOR THE YEAR ENDED 31 MARCH 2025****11 Fund movement (continued)***Prior year fund movement*

	<i>Brought forward at 1 April 2023</i>	<i>Incoming resources</i>	<i>Outgoing resources</i>	<i>Transfers</i>	<i>Carried forward at 31 March 2024</i>
	£	£	£	£	£
<i>Unrestricted general funds</i>	315,874	2,169,802	(1,783,960)	-	701,716
<i>Designated funds</i>					
<i>Small grants</i>	-	-	-	-	-
	-	-	-	-	-
<i>Total unrestricted funds</i>	315,874	2,169,802	(1,783,960)	-	701,716
<i>Restricted general funds</i>					
<i>BwD Multiply Project</i>	-	79,860	(29,978)	-	49,882
<i>Healthy Thinking for Me</i>	-	47,200	(17,780)	-	29,420
<i>Kickstart</i>	30	5,604	-	-	5,634
	30	132,664	(47,758)	-	84,936
<i>Total restricted funds</i>					
<i>Total funds</i>	315,904	2,302,466	(1,831,718)	-	786,652

12 Financial instruments

	2025	2024
	£	£
Carrying amount of financial assets		
Debt instruments measured at amortised cost	330,925	741,408
Carrying amount of financial liabilities		
Measured at amortised cost	-	-

SPRING NORTH LTD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

13 Operating lease commitments

At the reporting end date, the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025 £	2024 £
Within one year	-	850
Within two to five years	-	-
Over five years	-	-
	<hr/>	<hr/>
	-	850
	<hr/>	<hr/>

14 Related party transactions

Representatives, either Senior Employees or Trustees, from some of the member charities sit on the Board of Spring North Ltd. The member organisations are eligible to sub-contract and commission work from the consortium. These services are performed under formal contracts which are commissioned as part of an independent tendering process, in which the relevant individuals are not involved in discussions regarding their own organisations. During the year commissioning costs of £2,411,031 (2024: £1,366,921) were paid to the members of the consortium.

15 Company limited by guarantee

The charity is a company limited by guarantee. In the event of the charity being wound up or dissolved, each member undertakes to contribute such amount as is required, not exceeding £10, for payment of any debts or liabilities.