

Charity registration number 1150405 & SCO48207 (England and Wales)

Company registration number 08134971

SAFE FAMILIES FOR CHILDREN
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

SAFE FAMILIES FOR CHILDREN

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	J D Eve	
	P M Sharman	
	A P Wallace	
	I D Poree	
	S G Williams	
	R M Westcott	(Appointed 1 September 2024)
	J J Cooper	(Appointed 1 September 2024)
	L N Bacon	(Appointed 1 September 2024)
Key Management Personnel	K Osborn, Co-Chief Executive Officer	
	T Bright, Co-Chief Executive Officer	
	H Crandley	
	M Buchanan	
	C Allcock	
	S Main	
	M Jones	
	C Bell	
	R Cooke	
	S Wade	(appointed 20 October 2025)
Charity number	1150405 & SCO48207	
Company number	08134971	
Registered office	4 Diamond Court Kingston Park Newcastle upon Tyne Tyne & Wear NE3 2EN	
Auditor	Azets Audit Services Bulman House Regent Centre Gosforth Newcastle upon Tyne NE3 3LS	
Bankers	Barclays Bank plc 49-51 Northumberland Street Newcastle upon Tyne NE1 7AF	

SAFE FAMILIES FOR CHILDREN

CONTENTS

	Page
Chairman's statement and Chief Executive Report	1 - 4
Trustees' report	5 - 13
Statement of Trustees' responsibilities	14
Independent auditor's report	15 - 17
Statement of financial activities	18 - 19
Statement of financial position	20
Statement of cash flows	21
Notes to the financial statements	22 - 39

SAFE FAMILIES FOR CHILDREN

CHAIRMAN'S STATEMENT AND CHIEF EXECUTIVE REPORT FOR THE YEAR ENDED 31 MARCH 2025

CHAIRMAN'S STATEMENT

This is the first Annual Report of the merged organisation currently known as Safe Families and Home for Good.

The formal merger of these two organisations took place on the 1st of September 2024 and it is my thanks to Kat Osborn and Tarn Bright; the two Chief Executives of both organisations (now Co-CEOs) of the merged organisation, who have led the workforce from Home for Good and Safe Families into new teams and new structures.

The skills and strengths across the whole workforce have been well considered and maximised through this reconfiguration. The majority have embraced the merger and new staffing additions to the organisation make a current workforce of 207 people.

Alongside the employees of this organisation stand our incredible volunteers, foster carers, adopters and supported lodging hosts; those who donate to the work of the organisation and those who are dedicated to prayer support for the work that is delivered.

Our Purpose

The merged organisation continues to support children and families by providing stable homes, safe environments, and trusted care with a bold vision to see children and families thrive. The following two statements make clear the ambition of the work

- **Every child needs a stable place to call home, an environment that feels safe and nurturing, and someone they can trust who will offer unconditional care and support**
- **Every family needs people around who care and can support them, so that when challenges happen, they don't have to face them alone**

Following a period of internal consultation led by the Co-CEOs in the latter part of 2024 into 2025 the organisation's vision, mission and values were signed off by the Board of Trustees and formally launched within the organisation at the staff conference in June 2025.

Ten Year Growth Strategy

The organisation has set out a ten-year strategic business model and growth strategy accompanied by a fundraising framework to support this ambition. This plan has the support of the trustees and offers a detailed framework of expansion and delivery using the very best of the organisation's knowledge, skills and experience.

Organisational Influence

2024/25 has seen Safe Families and Home for Good grow in national influence. The advocacy work of the organisation has been recognised by central government and opportunity has been given to influence national policy makers and politicians through developing relationships, formal liaison and formal briefings.

Organisational Culture

The culture of the merged organisation is strong. Each of the ten members of the Senior Leadership Team must be thanked for their commitment to leading well, valuing team and individuals and supporting people to value the privilege of working for this organisation.

The staff survey undertaken in June 2025 reports and describes an organisation that is well managed and high functioning. There is always more to do but I and my trustee colleagues sit in assurance that people across Home for Good and Safe families are being well led.

SAFE FAMILIES FOR CHILDREN

CHAIRMAN'S STATEMENT AND CHIEF EXECUTIVE REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

The Board of Trustees

The Co-CEOs, Kat Osborn and Tarn Bright have the full backing of the Board of Trustees. The joint role is working well with recent 360 feedback undertaken in July 2025 indicating confidence in the skills and abilities they offer to the organisation identifying strong leadership, strong general governance and strong financial governance leadership.

The Board of Trustees consists of eight people, and I want to thank all seven of my trustee colleagues for their support to the organisation; noting with gratitude Rachel Westcott's willingness to act as Vice Chair for the board.

As growth and a broadening reach of the organisation is established we are looking to develop a larger representative board; representative of the communities we serve, representative of the four nations across the United Kingdom, representative of lived experience of fostering, adoption and those who value and know the value of kinship, family and community support.

Safeguarding Governance

Safeguarding is taken seriously by the organisation and a thorough safeguarding audit was undertaken in the autumn 2024 with the learning and recommendations now fully implemented. The following important statement is lifted from the report:

There was a clear sense that staff in particular feel safe and supported in their work and that where concerns do arise, they feel able to deal with these and know where to go to get support. This is an excellent foundation on which to build, develop and sustain good practice in the future.

My specific thanks to Claudia Bell, Director of Safeguarding and Practice Development who leads the governance of the safeguarding agenda and reported assurance to the Board, supported by our trustees, Steve Williams (our longest serving Trustee) and Ian Poree.

Financial Governance

The past year has seen the Charity maintain and increase its revenues at £7.155m, which is a combination of Local Authority & other contract referral income and the generosity of regular and one-off donations from individuals and Churches, Corporate and Community giving and Grants from Trusts and Foundations.

The Finance Committee, under the leadership of Trustees Patrick Sharman and Andrew Wallace and Ian Maith (Head of Finance) closely monitor and review the Reserves Policy, Pension Policy, Insurance Cover and operational expenses against budget.

Summary

For this newly merged, organisation the success, growth and wellbeing of the workforce is an indicator of the vision being fulfilled with the Christian faith core to the organisation's mission.

Signed by:

00B4C0AF8F4A40E...
Julian Eve
Chair of the Board of Trustees
Safe Families / Home for Good
16 December 2025
Dated.....

SAFE FAMILIES FOR CHILDREN

CHAIRMAN'S STATEMENT AND CHIEF EXECUTIVE REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

CHIEF EXECUTIVE REPORT

Safe Families for Children (Safe Families) and Home for Good merged in September 2024. As a merged charity our vision and values are:

Vision

Together we hope for a society where no family feels alone and every child has a home where they can flourish. And we believe the Church is central to this vision.

Mission

- Empowering and supporting parents, carers and hosts as we build positive connections and relationships so that children and families can flourish.
- Inspiring and equipping churches as they create communities of care, hospitality, and belonging.
- Influencing systemic change for children and families, which amplifies their voices, offers hope and promotes a loving and just society.

Values?

Our deep-rooted Christian faith is the foundation of our values, so we act with Hope, Courage, Integrity, Compassion and Togetherness.

Hope - *We believe that change is always possible.* We sit with one another in the messiness of life, holding firmly to an attitude of hopefulness.

Courage - *We champion justice and advocate for change.* We step into challenging spaces, have difficult conversations, and remain steadfast in uncertainty.

Integrity - *We do what we say we will.* We build authentic, transparent, and enduring relationships.

Compassion - *We love the one in front of us with generosity, dignity and grace.* We seek to ensure everyone is seen, heard and valued.

Togetherness - *We intentionally choose to work alongside others.* We seek to partner, collaborate, and empower.

You see in both our vision and values a commitment to the theme of "togetherness". The merger was born out of a belief that we are better together; that we can achieve more for children and families, that we can better elevate their voice and that we can serve the church more effectively as a merged organisation. But this theme also reflects the fact that the realisation of this vision is rooted in the love, tenacity and commitment of incredible carers, parents, hosts and volunteers and the role of the UK church, its 1,000 of micro communities of hospitality, care and belonging, rising up to change the way children and families are cared for in our nation.

We are hugely grateful for the interest and support of Sir Tim and Lady Susie Sainsbury of the Jerusalem Trust, Sir Brian and Lady Elizabeth Souter of the Souter Charitable Trust, the Macdonald Family of the Cardrona Trust, the staff and trustees of The Benefact Trust, St James Place, The Big Give and the Childhood Trust, The Segelman Trust, the team at Stewardship, The Garfield Weston Foundation, The Martin James Foundation, The Ardbarron Trust, The Hollyhock Charitable Trust and the KPMG Foundation.

We remain deeply thankful for the generous support of individual donors, regular donors, churches and businesses who are working with us to help create a society where no-one feels alone and everyone has a home where they can flourish.

On behalf of our trustees, staff and all those we serve, thank you. We could not do this without you.

SAFE FAMILIES FOR CHILDREN

CHAIRMAN'S STATEMENT AND CHIEF EXECUTIVE REPORT (CONTINUED) ***FOR THE YEAR ENDED 31 MARCH 2025***

Although the board of trustees are ultimately responsible for the charity, they delegate the day to day running of the charity to Tarn and myself as Co-Chief Executives and our Senior Leadership Team (SLT). As we look forward, I want to finish with expressing my heartfelt thanks for everyone who is and has been a part of this journey – whether as a volunteer, whether you give financially, whether you pray, staff and trustees.

We all are playing our part in doing the little things that change someone else's story. Enabling families to stay together safe, happy, and connected and working to ensure that no one feels alone.

Kat Osborn, Chief Executive

SAFE FAMILIES FOR CHILDREN

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their annual report and financial statements of Safe Families for Children (working name Safe Families and Home for Good) for the year ended 31 March 2025.

The annual report serves the purposes of both a Trustees' Report and a Directors' Report under Company Law. The trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Since the charitable company qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

PRINCIPAL ACTIVITIES

Empowering and supporting parents, carers and hosts as together we build positive connections and relationships so that children and families can flourish.

Inspiring and equipping churches as they create communities of care, hospitality, and belonging.

Influencing systemic change for children and families, which amplifies their voices, offers hope and promotes a loving and just society.

POLICIES AND OBJECTIVES

In setting objectives and planning for activities, the trustees have given due consideration to the general guidance published by the charity commission relating to public benefit.

EQUITY AND DIVERSITY POLICY

Safe Families and Home for Good recognises that our Equality and Diversity Policy is an integral part of our approach to seeing children and families flourish. This policy underpins all Safe Families and Home for Good's activity.

Safe Families and Home for Good is a Christian charity. Safe Families and Home for Good's policies and protocols are also clear that our activities are offered to all.

The motivation of all those working and volunteering within Safe Families and Home for Good is to make a tangible difference to children and families across the nation, irrespective of whether the family or child supported or the prospective carer with whom we journey identifies with the Christian faith, another faith, or no faith. Safe Families and Home for Good is not a vehicle to support proselytisation.

Families and children will be supported regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

Safe Families and Home for Good is committed to promoting fairness, equality, and diversity in all its activities. This includes the recruitment, training and development of a diverse group of volunteers able to support a diverse range of families in crisis.

This policy is based on the key principles of equity, equality, inclusion, engagement, and partnership. This policy considers and is compliant with the Equality Act 2010. It covers discrimination based on age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation as set out in the Equality Act (2010).

SAFE FAMILIES FOR CHILDREN

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Safe Families and Home for Good welcomes the opportunity to work with people from all kinds of social, educational, economic and cultural backgrounds. We will never knowingly discriminate against any person on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

Safe Families and Home for Good's values when considering Diversity and Inclusion are defined below:

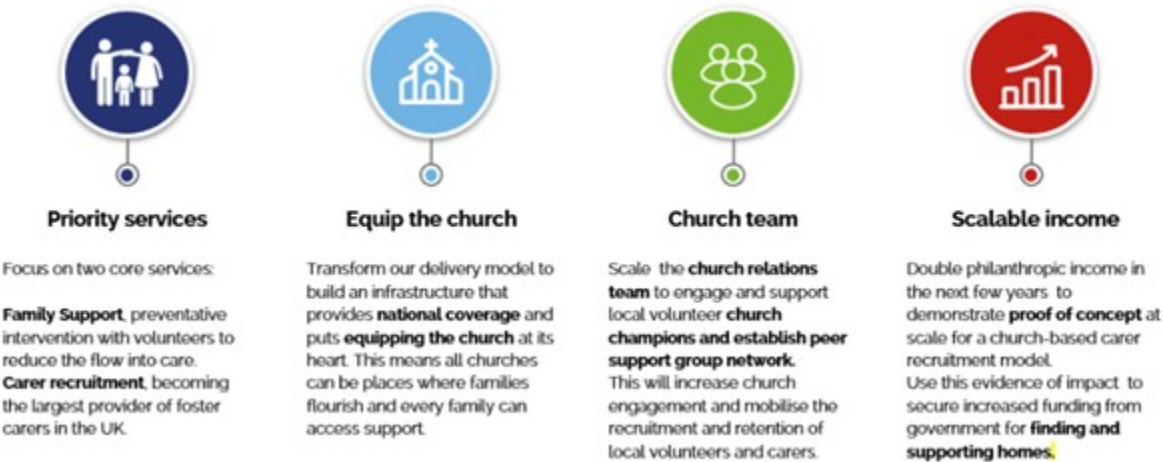
Safe Families and Home for Good is committed to creating belonging; (by which we mean the feeling of being seen, heard, and understood) for all recognising that we are all created equal.

- We are aware that there are many factors in the UK that result in inequality and that as a result that opportunity, belonging, and justice is not equally available to all. Our learning, listening and action is rooted in a desire to redress this balance.
- Prejudice seeks to "fix and normalise 'difference' and create boundaries between groups" (Avtar Brah 1992: 143). At Safe Families and Home for Good we desire to create connection and relationship through which boundaries are broken down.
- We want people to look at Safe Families and Home for Good and see the diversity of our global community and an image of our unity as humankind.
- We seek to ensure in all our practices we contribute to the undoing of society's systemic prejudices.

Safe Families and Home for Good has an anti-Racism working group made up of staff members. This group has been proactive in developing an action plan for our journey as an organisation to be anti-racist. The plan focuses on 3 key areas: (1) staff recruitment and building a more diverse workplace (2) staff learning and education & (3) understanding our data (families supported and volunteers recruited).

STRATEGIES FOR ACHIEVING OBJECTIVES

Our 10-year plan for the merged organisation identifies the below 4 strategic priority areas:



MAIN ACTIVITIES UNDERTAKEN TO FURTHER THE CHARITY'S PURPOSE FOR PUBLIC BENEFIT

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Charity should undertake and all the charity's activities in the year have been in line with the objects and are undertaken to further the charity's charitable purposes for the public benefit.

SAFE FAMILIES FOR CHILDREN

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

ACTIVITIES FOR ACHIEVING OBJECTIVES

Our 3 year plan focuses on the following mission objectives:

- Empowering & supporting parents, carers and hosts as together we build positive connections and relationships so that children and families can flourish.
- Inspiring and equipping churches as they create communities of care, hospitality, and belonging
- Influencing systemic change for children and families, which amplifies their voices, offers hope and promotes a loving and just society.

Within each mission area we have identified (a) regional numeric objectives and (b) key projects that will enable us to deliver on the mission.

Achievements and performance

KEY PERFORMANCE INDICATORS

WHAT WE HAVE ACHIEVED

The table below shows the key metrics that we have achieved year on year.

This report is the first time of showing these as the metrics of the combined organisation showing both supported families and volunteering as well as enquiries and referrals into the fostering, adoption, and supported lodgings.

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Local authorities	30	34	39	46	51	65	56
Accredited volunteers	4,161	4,539	4,897	5,126	5,408	5,397	5,295
Families supported (cumulative)	3,256	4,212	5,618	7,018	8,466	9,779	10,858
Families supported (in year)	1,001	991	1,483	1,508	1,562	1,448	1,289
Children benefitted (cumulative)	7,829	9,965	12,151	16,349	19,644	22,646	25,100
Children benefitted (in year)	2,365	2,362	3,231	3,458	3,536	3,291	2,900
Number of bed nights (cumulative)	5,612	7,231	7,973	9,264	9,747	10,301	10,446
Churches and community groups	848	953	1,099	1,209	1,322	1,391	1,453
Enquiries received for FASL	912	1,200	2,125	1,086	820	1,184	722
Referrals made for FASL	199	235	527	462	275	261	165
Peer Support Groups running							56

SAFE FAMILIES FOR CHILDREN

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

THE IMPACT OF OUR WORK

Since 2013 Safe Families has supported isolated and overwhelmed families in the UK, reducing the flow of children into care. 93% of families supported articulate a sense of improved or maintained well-being & confidence and 90% of families supported articulate a sense of improved or maintained social networks (Nb. This is in a context of being referred at a point of need / crisis and therefore simple maintaining is seen as a positive).

We have trained over 7,500 volunteers who have in turn enabled 25,000+ children to benefit. We have enabled 9 out of 10 families to either stabilise or de-escalate in level of need within children's services. We have proven a reduction in the flow of children into care in areas we work of between 9 - 16%. An impact report* in 2022 showed £47.8m in savings to the public purse over 5 years from the 1,383 families supported by Safe Families in the prior year.

* (<https://safefamilies.uk/sonnet-how-safe-families-approach-changes-lives/>)

Since 2013, Home for Good has been finding homes for children who need one. We work with government to influence policy and remove barriers and systemic issues for children. Through churches, community events and festivals we reach over 85,000 people per year, inspiring them to consider becoming a carer for a child in need.

We have demonstrated a 17% conversion rate from enquiry to approved carer (vs. a national average of 3%). We have set up and supported over 100 in-person peer support groups and online support communities.

FUNDRAISING ACTIVITIES / INCOME GENERATION

Safe Families and Home for Good undertakes all fundraising activities in line with industry best practice, legal guidelines and in line with our values. We aim to be open with the public about our processes and to explain (where appropriate) if asked for more information. We aim to be honest, acting with integrity, about the cause we are fundraising for or the way a donation will be used. We aim to demonstrate respect whenever we have contact, digital or physical, with any member of the public.

The charity continues to implement its fundraising strategy which seeks to diversify our income base. During the financial year the charity was funded through a blend of its contract work with Local Authorities, external charitable grants, and fundraised income. We had a successful year in terms of income from grants with just over £828k being received from this income stream. Alongside this we also made progress in developing all our fundraised income streams, including corporate donations, one-off and monthly individual giving, and community fundraising. Across these streams we achieved a 133.2% increase in income in 24/25 compared to the previous year. The increase is mostly due to merger and the combined fundraised income across the two organisations.

Financial review

The Charity made a surplus in the year of £1,114,070. Total income achieved was £7,155,493 (2024: £4,849,781), with expenditure of £6,058,515 (2024: £4,979,784) and unrealised gains on investments of £17,092 (2024: £35,807). Income comes mainly from a blend of local authority income for supporting children and families; £3,812,641 (2024: £3,470,939); plus donation income from grant-making charities and foundations, churches, and individuals of £3,248,159 (2024: £1,313,595). Included in donation income this year there is a one-off donation of £1,485,939 relating to the funds transferred into the charity from the merger of Home For Good.

Going Concern

After making appropriate enquiries, the trustees have a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis and the principal uncertainties for the charitable company are set out in the Accounting Policies.

The charitable company's ability to continue as a going concern is governed by its ability to control its principal risks and uncertainties which are set out in the section "Principal Risks and Uncertainties" below.

SAFE FAMILIES FOR CHILDREN

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

RESERVES POLICY

The trustees have considered the Reserves Policy that is appropriate to the charity, given the plans for future activities, and understand the importance of a policy that enables it to meet its developing commitments and obligations. The Reserves Policy takes a risk-informed approach to holding reserves to demonstrate appropriate financial management, stewardship, and sustainability. In doing so, the Charity has considered working capital, financial risk management, and future development. Using this rationale, the total free reserves are set at a range of £915k to £1,020k.

The total funds held by the Charity on 31 March 2025 were £1,954,183 (2024: £840,113). Of these funds, £27,742 were held in restricted funds (2024: £11,162). The Charity also designated funds for the process of merger with Home for Good as well as other identified activities that are forecast to require additional funds. The amount of these designated funds totals £828,785 (2024: £55,487). The increase in these funds is as a result of the designation for future operational deficits expected in 25/26. Additionally, the Charity has investments in two investment funds. The valuation of these two funds is £446,458 (2024: £429,366) leaving £651,198 (2024: £344,098) of free reserves at the year end. The target reserves required to comply with the charitable company's reserves policy are between £915k and £1,020k. The total of free reserves and the funds held in investments that are liquid and can be accessed at short notice is £1,097,656 (2024: £773,464) and the trustees are comfortable that this falls in-line with the company's reserves policy.

PRINCIPAL RISKS AND UNCERTAINTIES

Risk management

The trustees have assessed the major risks to which the charitable company is exposed, in particular those related to the operations and finances of the charitable company and are satisfied those systems and procedures are in place to mitigate our exposure to the major risks.

Through the internal reporting and careful strategies, these risks are managed.

Principal risks and uncertainties

The risks of the Charity are managed by the Senior Leadership Team and reviewed by the Trustee Board through the appropriate subgroup.

The principal risks to the charity come in two forms; financial and safeguarding, the former due to the uncertainty that occurs with most funding derived from external sources. There is a risk that current funding agreements cease and are not renewed in the long term. The charity manages these risks by working closely with its partners to ensure all parties are content with current arrangements and practices.

The principal risk is identified as being the financing of the growth of the charity. The work of the charity is reported in the Chairman's and Chief Executive's report elsewhere in these financial statements. The growth in activity now as a newly merged organisation is rooted in a clear focus on how we work with others, both the Church and the government, to see a society where no family feels alone and every child has a home where they can belong. All of our activity has this goal absolutely central. We have worked this year on an ambitious 10 year business model and growth plan to inspire, equip, and resource the UK church to:

- a) Be largest provider of carers in the UK and to be the place that ensures those carers are the most supported and resilient of any carer.
- b) Be the place families of all types find support, hope and belonging.

This will require significant additional philanthropic income. However, it also provides us with financial modelling that we can flex depending upon the levels of funding achieved.

SAFE FAMILIES FOR CHILDREN

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

As with many charities, there is an in-built uncertainty about financial provision and the raising of finance is a part of its day-to-day work. The growth of activity has been financed by an increase in income from Local Authority contracts, and the generous support of an increasing number of donors. Our fundraising strategy continues on the premise of being less reliant on fixed term transformational grants and moving towards regular giving that traditionally is in place for a longer period. The merger of the 2 charities enables this further with regular giving increasing from £273k in 23-24 to £443k in 24-25. We expect this to continue in 25-26 and beyond.

We have a robust process in place to monitor our financial position and a finance committee oversees our fiduciary responsibilities to ensure that we have sufficient reserves to operate should there be change in income.

Our business continuity planning is strong and is regularly reviewed.

The second principal risk to the charity is safeguarding. Safe Families and Home for Good has a clear, comprehensive safeguarding framework in place in which policy, procedure and guidance are all in line with legislation and the Local Safeguarding Children Boards procedures, all of which are designed to ensure that children and young people using the service are appropriately safeguarded. All staff and volunteers are fully aware of their duty of care to children and young people and vulnerable adults and that safeguarding them is of paramount importance.

We have comprehensive policies and procedures that govern activity and behaviour of all staff and volunteers. All activity is governed by our Quality Standards Framework which provides step by step guidance for the delivery of family support and work with volunteers. The framework sets out best practice that underpins the Safe Families and Home for Good approach in seeking to improve outcomes for children and families and ensure they are being kept safe within the system. The agreed quality standards enable regular audit of practice and case management ensuring consistency of approach and compliance with policies and procedures.

Plans for future periods

As we look forward, we consider our focus under 3 mission areas. Below we articulate our statements of intent over the next 3 years in each mission area:

Empowering & supporting parents, carers and hosts as together we build positive connections and relationships so that children and families can flourish.

6,000 families (parents, carers, hosts, children and young people) with stronger connections and relationships that enable them to flourish.

550 new carers who (post placement) have supportive communities around them.

Greater access to trauma informed understanding for parents, carers, hosts and volunteers.

Inspiring and equipping churches as they create communities of care, hospitality, and belonging.

Over 1,000 churches across the UK actively journeying with us and playing their part in fulfilling our vision.

450 trained and activated Church Champions inspiring churches and individuals to play their parts.

1,400 households inspired to explore fostering, supported lodgings or adoption.

1,200 volunteers inspired to support children and families.

Increased diversity within the range of churches that we engage.

Influencing systemic change for children and families, which amplifies their voices, offers hope and promotes a loving and just society.

Systems in place to hear the voices of those our work supports, turned into an annual systemic challenges report which amplifies those voices.

Volunteers and Churches trained, with access to a resource hub, to engage in systemic change.

1,500 advocacy partners ready to mobilise in advocacy campaigns.

At least 1 campaign active in each UK nation.

40 deep relationships with MP/Peers/Ambassadors which support our vision.

Safe Families and Home for Good seen as thought leaders in the sector.

Underpinning all of our activity is also a deep commitment to culture. We have articulated clear values for the merged organisation and have then also defined the actions and behaviours that we want our culture to be known for.

SAFE FAMILIES FOR CHILDREN

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Structure, governance and management

CONSTITUTION

The charitable company is constituted under a Memorandum of Association dated 9 July 2012 and is a registered charity, number 1150405.

The principal objects of the charitable company are:

- The provision of relief and respite to families in crisis arising from poverty, conflict, hardship, homelessness, ill health, or addictions.
- Befriending and emotional support to children, parents and carers who are isolated, overwhelmed and not coping.
- The provision of practical help to resource stretched parents and carers.

GOVERNANCE

The Board of Trustees continue to work on the Charity's governance model. At the point of merger the Home for Good trustees joined the Safe Families and Home for Good board. For a period of 10 months we operated with co-chairs, with Simon Blake (historic Home for Good chair) and Keith Danby (historic Safe Families chair) bringing co-leadership to the role. We would like to thank Simon and Keith for their leadership during this period. In March 2025 Julian Eve was elected into the role of Chair and Simon and Keith retired from the trustee board. We have just entered a period of trustee recruitment. Our aim is to increase both the breadth of expertise and the diversity across key protected characteristics of our board.

There are currently three working subgroups; Safeguarding and Quality Assurance; Finance; People and Performance; that meet quarterly as a minimum, and report back into quarterly Trustee Board meetings. Each subgroup has a chair and includes at least 2 members of the trustee board alongside the Chief Executive and member of the Senior Leadership Team. Each group has its own terms of reference which determines frequency of meetings, the purpose of the committee, and method of reporting back to the main board.

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

C B K Danby	(Resigned 18 June 2025)
J D Eve	
P M Sharman	
A P Wallace	
I D Poree	
S G Williams	
R M Westcott	(Appointed 1 September 2024)
S J Blake	(Appointed 1 September 2024 and resigned 18 June 2025)
J J Cooper	(Appointed 1 September 2024)
L N Bacon	(Appointed 1 September 2024)
L C Eades	(Appointed 1 September 2024 and resigned 24 November 2024)

METHOD OF APPOINTMENT OR ELECTION OF TRUSTEES

The management of the charitable company is the responsibility of the trustees who are elected and co-opted under the terms of the Articles of Association.

SAFE FAMILIES FOR CHILDREN

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2025**

ORGANISATIONAL STRUCTURE AND DECISION MAKING

The business of the charitable company is managed by the trustees who may exercise all the powers of the charitable company.

The day-to-day management of the charity is delegated to the Chief Executives and their Senior Leadership team. The Senior Leadership Team meets for a weekly catch-up and virtually once a month, to discuss strategic operational developments. Quarterly, these meetings are face-to-face and usually span two or three days.

The charity has a regional structure and each region is led by a Regional Director. Each region is divided into hubs. There are 8 hubs. The chief executives are supported by a small national team.

National Team: Tarn Bright - Co-Chief Executive; Kat Osborn - Co-Chief Executive; Claudia Bell - Director of Safeguarding and Quality Assurance; Martin Dickson - Director of Church Relations (to 29 August 2025); Sian Wade - Director of Church Relations (from 20 October 2025); Matt Jones - Director of Communications, Fundraising and Advocacy; Ian Maith - Head of Finance and Stuart Main - Director of People and Solutions.

Regional Directors:

Central Region: Helen Crandley

South Region: Chris Allcock

North Region: Mark Buchanan

Scotland and Northern Ireland: Roger Cooke

At 31st March 2025 we have an ever-expanding team of 209 staff, FTE of 158.603.

POLICIES ADOPTED FOR THE INDUCTION AND TRAINING OF TRUSTEES

In the past prospective trustees have been brought into the Board of Trustees having observed two board meetings. From April 2026 the approach will alter slightly involving observation and a number of robust conversations with the Chair of Trustees to give prospective trustees an opportunity to get to understand the organisation and to pull together CV's and personal profiles and references. This information is shared with existing trustees and considered carefully and prayerfully.

All trustees are required to remain up to date with safeguarding training. Trustee compliance is recorded alongside the quarterly safeguarding report to the board. Opportunities for other trustee training is identified in the quarterly chairs report.

PAY POLICY FOR SENIOR STAFF

The Senior Leadership Team is remunerated in line with industry levels, with equal pay across each staff hierarchy level across the organisation.

INFORMATION ON FUNDRAISING PRACTICES

The fundraising strategy of the charity is primarily the responsibility of the Chief Executives working closely with the Head of Communications and Influence. Working with the Head of Finance, financial projections supporting applications are submitted within applications.

As a result of merger, we expanded the fundraising team from three to six, including an experienced Head of Fundraising who reports to the Director of Communications, Fundraising and Advocacy.

No staff member or consultant received commission on funds secured.

All data held by the charity is protected by strict and confidential protocols.

RELATED PARTY RELATIONSHIPS

All related party transactions are disclosed in note 26 to the accounts.

SAFE FAMILIES FOR CHILDREN

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Auditor

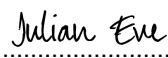
In accordance with the company's articles, a resolution proposing that Azets Audit Services be reappointed as auditor of the company will be put at a General Meeting.

Disclosure of information to auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The Trustees' report was approved by the Board of Trustees.

Signed by:


.....00B4C0AF8F4A40E.....

J D Eve

Trustee

16 December 2025

Date:

SAFE FAMILIES FOR CHILDREN

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

The Trustees, who are also the directors of Safe Families For Children for the purpose of company law, are responsible for preparing the Trustees' 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 which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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;
- make judgements and 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 Charity 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 Charity 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

SAFE FAMILIES FOR CHILDREN

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF SAFE FAMILIES FOR CHILDREN

Opinion

We have audited the financial statements of Safe Families For Children (the 'Charity') for the year ended 31 March 2025 which comprise the statement of financial activities, the statement of financial position, the statement of cash flows 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'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 Charity'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 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.

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 our audit:

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

SAFE FAMILIES FOR CHILDREN

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF SAFE FAMILIES FOR CHILDREN

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Trustees' 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, 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 trustees' 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' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the Charity for the purpose 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 Charity'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.

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.

SAFE FAMILIES FOR CHILDREN

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF SAFE FAMILIES FOR CHILDREN

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and 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 indicators of potential bias.

Because of the field in which the charity operates, we identified the following areas as those most likely to have a material impact on the financial statements; compliance with the UK Companies and Charities Acts.

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 of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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.

Signed by:

Simon Brown

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Simon Brown BA ACA DChA (Senior Statutory Auditor)

**For and on behalf of Azets Audit Services, Statutory Auditor
Chartered Accountants**

Bulman House
Regent Centre
Gosforth
Newcastle upon Tyne
NE3 3LS

Date: 17 December 2025
Date:

SAFE FAMILIES FOR CHILDREN

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

Current financial year		Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
	Notes				
Income and endowments from:					
Donations and legacies	3	3,006,082	242,077	3,248,159	1,313,595
Charitable activities	4	3,167,284	645,357	3,812,641	3,470,939
Investments	5	20,378	-	20,378	5,268
Other income	6	74,315	-	74,315	59,979
Total income		6,268,059	887,434	7,155,493	4,849,781
Expenditure on:					
Raising funds	7	192,688	-	192,688	20,260
Charitable activities	8	4,994,973	870,854	5,865,827	4,959,524
Total expenditure		5,187,661	870,854	6,058,515	4,979,784
Net gains/(losses) on investments	14	17,092	-	17,092	35,807
Net income/(expenditure) and movement in funds		1,097,490	16,580	1,114,070	(94,196)
Reconciliation of funds:					
Fund balances at 1 April 2024		828,951	11,162	840,113	934,309
Fund balances at 31 March 2025		1,926,441	27,742	1,954,183	840,113

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

SAFE FAMILIES FOR CHILDREN

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

Prior financial year		Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
	Notes			
Income and endowments from:				
Donations and legacies	3	869,035	444,560	1,313,595
Charitable activities	4	3,470,939	-	3,470,939
Investments	5	5,268	-	5,268
Other income	6	59,979	-	59,979
Total income		4,405,221	444,560	4,849,781
Expenditure on:				
Raising funds	7	20,260	-	20,260
Charitable activities	8	4,517,367	442,157	4,959,524
Total expenditure		4,537,627	442,157	4,979,784
Net gains/(losses) on investments	14	35,807	-	35,807
Net income/(expenditure) and movement in funds		(96,599)	2,403	(94,196)
Reconciliation of funds:				
Fund balances at 1 April 2023		925,550	8,759	934,309
Fund balances at 31 March 2024		828,951	11,162	840,113

SAFE FAMILIES FOR CHILDREN

STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Fixed assets					
Intangible assets			-		-
Tangible assets	16		-		-
Investments	17		446,458		429,366
Current assets					
Debtors	18	641,479		446,377	
Cash at bank and in hand		1,448,489		617,069	
		2,089,968		1,063,446	
Creditors: amounts falling due within one year	19	(582,243)		(652,699)	
Net current assets			1,507,725		410,747
Total assets less current liabilities			1,954,183		840,113
Income funds					
Restricted funds	22		27,742		11,162
<u>Unrestricted funds - general</u>					
Designated funds	23	828,785		55,487	
General unrestricted funds		1,097,656		773,464	
			1,926,441		828,951
			1,954,183		840,113

16 December 2025

The financial statements were approved by the Trustees on

Signed by:


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J D Eve
Trustee

Company registration number 08134971

SAFE FAMILIES FOR CHILDREN

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	27		822,289		(86,422)
Investing activities					
Cash received on merger		(11,247)		-	
Investment income received		20,378		5,268	
Net cash generated from investing activities			9,131		5,268
Net cash generated from financing activities			-		-
Net increase/(decrease) in cash and cash equivalents			831,420		(81,154)
Cash and cash equivalents at beginning of year			617,069		698,223
Cash and cash equivalents at end of year			1,448,489		617,069

SAFE FAMILIES FOR CHILDREN

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Charity information

Safe Families For Children is a private company limited by guarantee incorporated in England and Wales. The registered office is 4 Diamond Court, Kingston Park, Newcastle upon Tyne, Tyne & Wear, NE3 2EN.

The charity does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £10 towards the assets of the charity in the event of liquidation.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Charity's governing document, being the Memorandum and Articles of Association dated 9 July 2012, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include listed investments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the Trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Incoming resources from charitable activities is predominantly income from Local Authorities and is accounted for on a time-accrual basis.

Donations and legacies

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation. In the event that a donation is subject to conditions that require a level of performance by the charity 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 these conditions will be fulfilled in the reporting period.

SAFE FAMILIES FOR CHILDREN

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Gift Aid

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Other income

Other income is recognised in the period in which it is receivable and to the extent that the goods have been provided or on completion of the service.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Raising Funds

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

Governance costs

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustee's meetings and reimbursed expenses.

1.6 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Website

Straight line 20%

SAFE FAMILIES FOR CHILDREN

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies (Continued)

1.7 Tangible fixed assets

Tangible fixed assets costing individually £1,000 or more are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Computer equipment	100% in year of purchase
--------------------	--------------------------

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.8 Fixed asset investments

Fixed asset investments, other than programme related investments, are included at market value at the balance sheet date. Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the Statement of Financial Activities in the period of disposal.

Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the Statement of Financial Activities based on the market value at the year end.

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks and other short-term liquid investments with original maturities of three months or less and are subject to an insignificant risk of change in value.

1.10 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Basic financial assets

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at transaction price. They are subsequently measured at amortised cost using the effective interest rate method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Basic financial liabilities

Basic financial liabilities, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

SAFE FAMILIES FOR CHILDREN

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.11 Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.14 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements

Deferred income

Deferred income is estimated to recognise income in the period in which the performance conditions of the income are met. Income is deferred where performance conditions have not been fully met at the year end.

SAFE FAMILIES FOR CHILDREN

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

3 Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	1,701,017	61,204	1,762,221	869,035	444,560	1,313,595
Transfer In Home for Good	1,305,065	180,873	1,485,938	-	-	-
	<u>3,006,082</u>	<u>242,077</u>	<u>3,248,159</u>	<u>869,035</u>	<u>444,560</u>	<u>1,313,595</u>

4 Charitable activities

	Income from charitable activities 2025 £	Income from charitable activities 2024 £
Local Authority revenue funding	<u>3,812,641</u>	<u>3,470,939</u>
Analysis by fund		
Unrestricted funds - general	3,167,284	3,470,939
Restricted funds	<u>645,357</u>	<u>-</u>
	<u>3,812,641</u>	<u>3,470,939</u>

5 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	<u>20,378</u>	<u>5,268</u>

6 Other income

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Other Income	<u>74,315</u>	<u>59,979</u>

SAFE FAMILIES FOR CHILDREN

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

6 Other income (Continued)

Other income comprises student placement fees of £15,711 (2024: £13,180), fees from work with Safe Families USA of £45,458 (2024: £26,875), Contribution towards N Harris £9,449 (2024: £11,143) and other miscellaneous income of £3,697 (2024: £8,781)

7 Expenditure on raising funds

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Fundraising and publicity		
Direct fundraising costs	18,284	10,024
Fundraising support costs	15,138	10,236
Staff costs	159,266	-
	<u>192,688</u>	<u>20,260</u>

SAFE FAMILIES FOR CHILDREN

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

8 Expenditure on charitable activities

	Charitable services 2025 £	Charitable services 2024 £
Direct costs		
Staff costs	4,043,788	3,424,331
Depreciation and impairment	11,246	-
Travel and Accomodation	207,553	178,592
Recruitment and Training of Volunteers	17,997	14,237
Office and Telcoms	279,035	230,833
Insurance	4,656	1,387
Professional Fees	47,103	6,899
Communications	25,780	1,922
Emergency Grants	44,088	47,787
Bank Charges	582	-
Other Employment	1,424	5,399
Advocacy	40	-
Legal Fees	8,162	-
Donations Paid	2,605	-
	<u>4,694,059</u>	<u>3,911,387</u>
Share of support and governance costs (see note 9)		
Support	1,155,421	1,026,962
Governance	16,347	21,175
	<u>5,865,827</u>	<u>4,959,524</u>
Analysis by fund		
Unrestricted funds	4,994,973	4,517,367
Restricted funds	870,854	442,157
	<u>5,865,827</u>	<u>4,959,524</u>

SAFE FAMILIES FOR CHILDREN

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

9 Support costs allocated to activities

	2025 £	2024 £
Staff costs	810,649	774,270
Travel and Accomodation	40,791	33,697
Office and Telecom	135,530	83,326
Insurance	26,770	25,784
Professional fees	60,421	54,035
Promotion and Marketing	65,677	49,267
Bank Charges	17	13
Emergemcy Family Purchases	900	-
Donations and fundraising	119	-
Other employment costs	9,000	75
Donations paid	5,547	6,495
Governance costs	16,347	21,175
	<u>1,171,768</u>	<u>1,048,137</u>
Analysed between:		
Provision of services	<u>1,171,768</u>	<u>1,048,137</u>

10 Net movement in funds

	2025 £	2024 £
The net movement in funds is stated after charging/(crediting):		
Fees payable to the charity's auditor:		
- for the audit of the charity's financial statements	12,900	13,900
- for other financial services	3,120	-
Depreciation of owned tangible fixed assets	11,246	-
	<u></u>	<u></u>

11 Auditor's remuneration

	2025 £	2024 £
Fees payable to the charity's auditor and associates:		
For audit services		
Audit of the financial statements of the charity	12,900	13,900
	<u></u>	<u></u>
For other services		
All other non-audit services	3,120	-
	<u></u>	<u></u>

SAFE FAMILIES FOR CHILDREN

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

12 Trustees

During the year the charity made the following transactions with trustees:

S Williams

£20 (2024: £nil) of expenses were reimbursed to S Williams in the year.

A Wallace

£110 (2024: £nil) of expenses were reimbursed to A Wallace in the year.

R M Wescott

£194 (2024: £nil) of expenses were reimbursed to R M Wescott in the year.

C B K Danby

£nil (2024: £166) of expenses were reimbursed to C B K Danby during the year.

I Poree

£nil (2024: £256) of expenses were reimbursed to I Poree during the year.

A McCormick

£nil (2024: £250) of expenses were reimbursed to A McCormick during the year.(Prospective trustee)

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

13 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Operational	160	148
Finance, Administration and IT	28	13
Management	4	3
Total	192	164

Employment costs

	2025 £	2024 £
Wages and salaries	4,174,601	3,499,284
Social security costs	341,028	279,129
Other pension costs	498,074	420,188
	5,013,703	4,198,601

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2025 Number	2024 Number
In the Band of £60,000 - £70,000	1	1

SAFE FAMILIES FOR CHILDREN

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

13 Employees

(Continued)

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2025 £	2024 £
Aggregate compensation	525,887	476,498

14 Net gains/(losses) on investments

	Unrestricted funds general 2025 £	Unrestricted funds general 2024 £
Gain/(loss) on investments	17,092	35,807

15 Intangible fixed assets

	Website £
Cost	
At 1 April 2024	-
Transfer from Home for Good	22,410
At 31 March 2025	22,410
Amortisation and impairment	
At 1 April 2024	-
Transfer from Home for Good	22,410
At 31 March 2025	22,410
Carrying amount	
At 31 March 2025	-
At 31 March 2024	-

SAFE FAMILIES FOR CHILDREN

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

16	Tangible fixed assets	Computer equipment
		£
	Cost	
	At 1 April 2024	10,684
	Transfer from Home for Good	57,877
	At 31 March 2025	68,561
	Depreciation and impairment	
	At 1 April 2024	10,684
	Depreciation charged in the year	11,246
	Transfer from Home for Good	46,631
	At 31 March 2025	68,561
	Carrying amount	
	At 31 March 2025	-
	At 31 March 2024	-

SAFE FAMILIES FOR CHILDREN

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

17 Fixed asset investments

	Listed investments £	Unlisted investments £	Total £
Cost or valuation			
At 1 April 2024	269,225	160,141	429,366
Valuation changes	9,158	7,934	17,092
At 31 March 2025	278,383	168,075	446,458
Carrying amount			
At 31 March 2025	278,383	168,075	446,458
At 31 March 2024	269,225	160,141	429,366

Listed investments are held at valuation and represent units held in a single Endowment Investment Fund. Unlisted investments are held at cost and represent monies deposited with CCLA.

	2025 £	2024 £
Listed investments carrying amount	278,383	269,225

18 Debtors

	2025 £	2024 £
Amounts falling due within one year:		
Trade debtors	401,795	240,237
Other debtors	14,880	56,741
Prepayments and accrued income	224,804	149,399
	641,479	446,377

19 Creditors: amounts falling due within one year

	Notes	2025 £	2024 £
Other taxation and social security		74,344	58,211
Deferred Income	20	283,459	473,503
Trade creditors		70,974	35,268
Other creditors		82,149	45,269
Accruals		71,317	40,448
		582,243	652,699

SAFE FAMILIES FOR CHILDREN

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

20 Deferred income

Deferred income is included in the financial statements as follows:

	2025 £	2024 £
Deferred income is included within:		
Current liabilities	283,459	473,503
Movements in the year:		
Deferred income at 1 April 2024	473,503	232,124
Released from previous periods	(473,503)	(232,124)
Resources deferred in the year	283,459	473,503
Deferred income at 31 March 2025	283,459	473,503

21 Retirement benefit schemes

	2025 £	2024 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	498,074	420,188

The Charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the Charity in an independently administered fund.

Contributions totalling £69,258 (2024: £40,286) were payable to the scheme at the end of the year and are included in creditors.

22 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 April 2024 £	Incoming resources £	Resources expended £	At 31 March 2025 £
Family Resources	11,162	54,664	(44,088)	21,738
Volunteer and Church Resources	-	30,000	(30,000)	-
Spring Harvest Festival 2024	-	29,961	(29,961)	-
Supporting Lodgings	-	20,854	(20,854)	-
Homecoming Project	-	23,916	(17,912)	6,004
Enquiy Line	-	1,795	(1,795)	-
Finding Homes Project	-	145,349	(145,349)	-
Hub Funds	-	580,895	(580,895)	-
	11,162	887,434	(870,854)	27,742

SAFE FAMILIES FOR CHILDREN

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

22 Restricted funds (Continued)

Previous year:	At 1 April 2023 £	Incoming resources £	Resources expended £	At 31 March 2024 £
Family Resources and HUB funds	8,759	444,560	(442,157)	11,162

Family resources: This fund is made up of a number of donations that have been received to cover resources for families. This can range from white goods, bedding, gardening services etc.

Volunteer and Church Resources: Funding from the Benefact Trust is to be used for resourcing volunteer engagement and church mobilisation.

Spring Harvest Festival 2024: Funding from the Jerusalem Trust helped fund the Who Cares? Campaign that started in 2024 with the launch of the campaign taking place at Spring Harvest in April 24.

Supported Lodgings: Funding for our continued work in the Supported Lodgings space. We have seen the Supported Lodgings National Network grow and we have started to put together a training package to help support those who run Supported Lodgings placements and hosts.

Homecoming Project: Funding to redevelop the Homecoming Project that was launched to promote family-based care for children around the world. This is being done in collaboration with other charitable organisations.

Enquiry Line: Funding towards Enquiry Line and Journeying has enabled us to further develop the service and support we offer, introducing the delivery of online events and courses to better resource and journey with individuals as they explore fostering and adoption.

Finding Homes Project: Funding enables expansion of our UK-wide church and commissioner engagement and associated activities, and enquiry journeying and support. These funds facilitate enquiry team and engagement team activities and responsibilities across the UK.

Hub Funds: Funding for core activity that has been restricted by location.

SAFE FAMILIES FOR CHILDREN

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

23 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2024	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 March 2025
	£	£	£	£	£	£
Common Purse	12,048	-	(4,187)	-	-	7,861
Cost of Living	35,000	-	-	(35,000)	-	-
Merger	8,439	-	(30,962)	35,000	-	12,477
Future Operational Costs	-	-	-	808,447	-	808,447
General funds	773,464	6,268,059	(5,152,512)	(808,447)	17,092	1,097,656
	<u>828,951</u>	<u>6,268,059</u>	<u>(5,187,661)</u>	<u>-</u>	<u>17,092</u>	<u>1,926,441</u>
Previous year:	At 1 April 2023	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 March 2024
	£	£	£	£	£	£
Development and Common Purse	127,211	-	(65,163)	(50,000)	-	12,048
Cost of Living	-	-	-	35,000	-	35,000
Merger	-	-	(6,561)	15,000	-	8,439
General funds	798,339	4,405,221	(4,465,903)	-	35,807	773,464
	<u>925,550</u>	<u>4,405,221</u>	<u>(4,537,627)</u>	<u>-</u>	<u>35,807</u>	<u>828,951</u>

There are 4 designated funds in use:

The first is the Cost of Living Fund. In the year the Trustee Board approved a £35k transfer out of this fund to the Merger Fund.

The second fund is the Common Purse Fund. This fund was borne from the Cost of Living Fund where the Trustee Board approved a transfer of £20k from the Cost of Living Fund to the Common Purse Fund to be used as a staff hardship scheme, whereby staff could apply, or be nominated for, awards of hardship money in times of crisis.

The third fund is the Merger Fund. The Trustee Board originally approved a £15k transfer from the Cost of Living Fund into a new Merger Fund and a further £35k has been transferred from the cost of living fund this year. These funds are to be used to fund any costs incurred as part of exploring the feasibility of merger, including the feasibility study to include financial visibility, key stakeholder analysis, and mapping of engagement with churches and contracts.

The fourth fund is the Future Operational Costs Fund. The Trustee Board approved a transfer of £808,447 from unrestricted funds to designated funds. This fund is designated to cover the forecast deficit for 25/26.

SAFE FAMILIES FOR CHILDREN
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

24	Analysis of net assets between funds	Unrestricted funds		Designated funds		Restricted funds		Total Unrestricted funds		Designated funds		Restricted funds		Total	
		2025	£	2025	£	2025	£	2025	£	2024	£	2024	£	2024	£
	Fund balances at 31 March 2025 are represented by:														
	Investments	446,458		-		-		429,366		-		-		429,366	
	Current assets/(liabilities)	651,198		828,785		27,742		344,098		55,487		11,162		410,747	
		1,097,656		828,785		27,742		773,464		55,487		11,162		840,113	

SAFE FAMILIES FOR CHILDREN

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

25 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	72,073	85,460
Between two and five years	41,630	39,614
In over five years	1,256	2,191
	<u>114,959</u>	<u>127,265</u>

26 Related party transactions

The charity received donations of £2,100 (£2024: £3,750) from Beechmount Trust, a charity which is controlled by a Trustee of this charity. There was £nil (2024: £nil) owed from Beechmount Trust at the year end.

The charity recharged expenses of £255 (2024: £236) from Rosegate Consultancy, a company which is related by a common Trustee. There was £nil (2024: £236) owed from Rosegate Consultancy at the year end.

The charity received donations of £nil (2024: £1,000) from Kings Church Cockermouth, a charity which is related by a common Trustee. There was £nil (2024: £nil) owed from Kings Church Cockermouth at the year end.

The Board approved the treatment of the Home for Good merger in accordance with Charity SORP 27.4A to reflect the incoming transfer of £1.486m as income due to the charity's incorporated status.

27 Cash generated from/(absorbed by) operations

	2025 £	2024 £
Surplus/(deficit) for the year	1,114,070	(94,196)
Adjustments for:		
Investment income recognised in statement of financial activities	(20,378)	(5,268)
Fair value gains and losses on investments	(17,092)	(35,807)
Depreciation and impairment of tangible fixed assets	11,246	-
Movements in working capital:		
(Increase) in debtors	(195,102)	(187,000)
Increase/(decrease) in creditors	119,589	(5,530)
(Decrease)/increase in deferred income	(190,044)	241,379
Cash generated from/(absorbed by) operations	<u>822,289</u>	<u>(86,422)</u>

SAFE FAMILIES FOR CHILDREN

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) ***FOR THE YEAR ENDED 31 MARCH 2025***

28 Analysis of changes in net funds

The Charity had no material debt during the year.