THE RED HEN PROJECT

England & Wales · Charity number 1183845

Details

Other names	RED HEN
Status	Registered
Legal form	CIO
Registered	2019-06-11
Register	View on the Charity Commission register

Contact

Address	The Red Hen Project Byron House Cambridge Business Park Cowley Road Cambridge CB4 0WZ
Phone	07901562389
Email	sarah.crick@redhenproject.org
Website	www.redhenproject.org

Activities

Objects: TO ADVANCE THE EDUCATION AND DEVELOPMENT OF CHILDREN AND THEIR PARENTS/CARERS IN NORTH CAMBRIDGE BY PROVIDING SUPPORT, ACTIVITIES AND SERVICES DESIGNED TO: • DEVELOP THE CAPABILITIES, COMPETENCES, SKILLS AND UNDERSTANDING OF PARENTS/CARERS; • SUPPORT CHILDREN AND FAMILIES FACING EMOTIONAL AND BEHAVIOURAL CHALLENGES; • REDUCE THE NUMBER OF CHILDREN AND FAMILIES WITH EMOTIONAL AND BEHAVIOURAL CHALLENGES; • IMPROVE SCHOOL ATTENDANCE AND EDUCATIONAL PERFORMANCE; • INCREASE EMPOWERMENT AND PARTICIPATION OF HARD TO REACH FAMILIES; • IMPROVE SOCIAL INTEGRATION, ACCESS AND PARTICIPATION IN THE COMMUNITY.

Activities: We provide family support to primary age children and their families in Cambridge. We work within a multi-disciplinary framework & use a range of approaches. Objectives include improved educational attendance & performance, support with emotional & behavioural difficulties, reduced isolation, increased participation & empowerment of under served families who are often in poverty.

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Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** The Prevention Or Relief Of Poverty, Economic/community Development/employment
- **Who:** Children/young People, Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** LOCAL
- Cambridgeshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£285,494	£314,653	-	-
2024-03-31	£337,031	£250,047	-	-
2023-03-31	£135,380	£181,409	-	-
2022-03-31	£232,236	£208,437	-	-
2021-03-31	£223,590	£124,970	-	-

Trustees

Name	Role	Appointed
Lesley Ford	Chair	2019-06-11
Christopher Parsons		2024-02-08
Helen Skaer		2022-02-11
Liezel Hanley		2023-11-08
Miranda Gomperts		2020-03-16
Robert Ford		2020-03-16
Sara Garnham		2022-02-11
Sophie Evans		2019-06-11

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THE RED HEN PROJECT

England & Wales - Charity number 1183845

Accounts

THE RED HEN PROJECT

Supporting our community to raise happy, healthy, and independent children - working with families towards improved wellbeing, confident parenting and cooperative relationships with schools and other services.



Annual Report & Accounts 2024-25

Welcome

We are delighted to share with you The Red Hen Project's Annual Report and Accounts for 2024–25. It's more than a set of numbers - it's a reflection of the lives changed, the relationships built, and the community strengthened.

This year has been one of growth, resilience, and deepened connection. As we celebrated the end of our 25th anniversary year, we reflected not only on the journey we've taken with families across North Cambridge, but also on the evolving challenges they face - and the strength they show in overcoming them.

At the heart of everything we do is our exceptional staff team. Their compassion, expertise, and unwavering commitment have been the driving force behind our impact. Whether working intensively with families, running community groups, or developing and fundraising for new initiatives, they bring warmth, skill, and dedication to every interaction. We are deeply proud of the culture we've built - one rooted in trust, dignity, and hope.

Together, we supported over 840 individuals, expanded our reach, deepened our partnerships, and invested in new ways to meet emerging needs. Our team, alongside our incredible volunteers, has worked tirelessly to provide compassionate, emotional and practical support, helping children and families move from crisis to confidence. From intensive family casework to soft play sessions and parenting support groups to our active families after-school group, every initiative has been shaped by the voices and experiences of the families we serve.

This year, we concluded our 2022–25 strategic plan, which guided us through a period of expansion, innovation, and increased impact. Building on its success, we undertook a collaborative process to develop our new strategic plan for 2025–28, shaped by the voices of families, staff, trustees, and partners. This new strategy sets out a bold and responsive vision for the future, ensuring we remain rooted in community while adapting to meet growing and complex needs.

We are incredibly grateful to our funders, donors, volunteers, and partner organisations. Your belief in our mission has enabled us to respond flexibly and creatively, ensuring no family feels alone in their journey. Our financial position remains stable, with diversified income and prudent reserves. We've continued to strengthen our governance, invest in fundraising and communications, and plan strategically for the future.

Thank you for walking alongside us as we build a brighter future for children and families in Cambridge. Your support makes everything we do possible.

With warm thanks





Lesley Ford
Chair of Trustees

Sarah Crick
Chief Executive Officer

About Red Hen

Legal Status/Registration

Charity Registration Number: 1183845
(previously 1072190, formed 1998)

Registered Address:
North East Cambridge Charity Hub,
Byron House, Cambridge Business Park
Cowley Road, Cambridge, CB4 0WZ

Structure and Governance

The charity was founded in May 2019, and is governed by a constitution adopted when it became a Charitable Incorporated Organisation (CIO) on 1st April 2020.

Trustees

Lesley Ford (Chair)
Sara Garnham (Vice Chair)
Sophie Evans
Bobby Ford
Miranda Gomperts
Liezel Hanley
Christopher Parsons
Helen Skaer

CEO

Sarah Crick

Independent Examiner

Lisa King – Burdett King Accountancy Ltd
8 The Hamiltons, Newmarket, CB8 0NF

Bankers

Lloyds Bank, 3 Sidney Street,
Cambridge, CB2 3HQ

Metro Bank, Unit 1 Christ's Lane,
Cambridge CB2 3BZ

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"Without Red Hen I'd probably either be rocking in a corner following a breakdown and not on talking terms with either of the schools my children attend, or on a one-way ticket to the moon right now. Honestly the work they do is amazing and more so the passion they have for the job they do makes it all the more wholesome. I cannot thank them enough for the help I've had from them and continue to have they are just an amazing bunch, and no judgment, and if they don't know something, they go out of their way to find the answers for you."

THE RED HEN PROJECT

2024-25 IMPACT REPORT



more than **840** individuals have accessed support from Red Hen



100%

- would seek support from Red Hen in the future if needed
- recommend other families getting support from Red Hen

we have intensively supported

152 children in **63** families

for on average **6–7 months**

Always there when needed

Amazing organisation

Non-judgmental

Welcoming

Trustworthy

Asking for help isn't easy. I always thought people would think I was a terrible mother, but the best decision I made was admitting that I was struggling. I would urge any parent who feels like giving up to do the same.

Empowering

Good listeners

Helpful

Supportive

Thank you to Red Hen, for helping us become us again.

Caring

The Red Hen Project is doing incredible work to support many families.

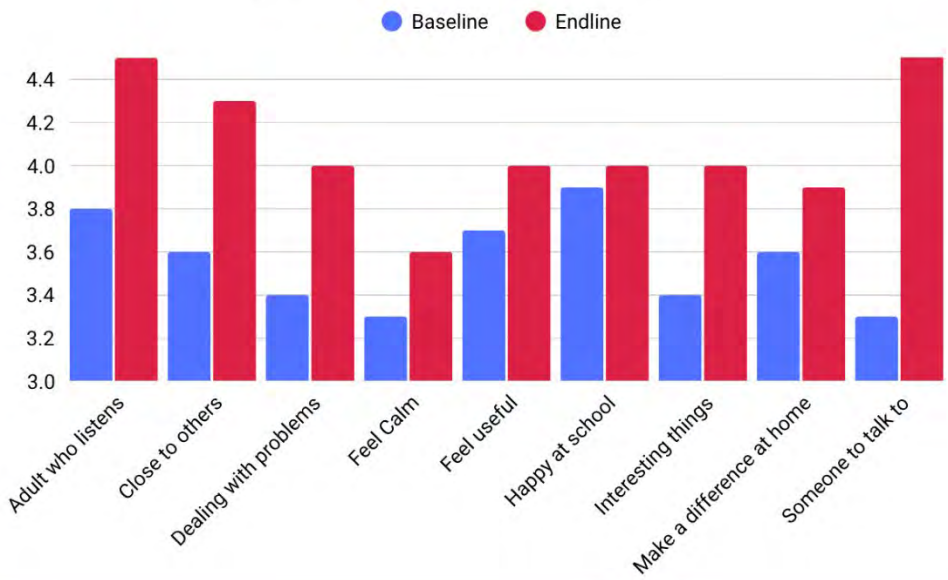
Inclusive

Encouraging

A place to belong

CHILDREN are more confident, happier in school and have better wellbeing





leading to

children having increased emotional resilience, improved school attendance, engagement with education, and better mental health

PARENTS/CARERS have better wellbeing, increased parenting confidence, improved understanding of additional needs of their child(ren), and better practical skills (money, work, etc)

PARENTS REPORT IMPROVEMENT IN

89% access to resources that their family needs to get by

97% confidence in parenting

89% general confidence and wellbeing

100% of parents who received 1-2-1 support report they understand better how to address their children's needs



leading to

better engagement with community activities – including as volunteers, increased sense of community & better mental health

FAMILIES feel less isolated, are better linked to right services and confident to ask for help, have improved relationships, access more opportunities and have better access to resources



86% report 'finding it easier to talk to people like teachers, doctors, nurses, about my children's needs '

91% report 'family life is better'

100% report 'feeling more able to find and get support for them and my family'

leading to

families having fewer crises, receive the right support – including to meet additional needs, and family life is better

COMMUNITIES see increased volunteering, parents acting as positive role models, & better relationships within the community

95% parents say they now know good parenting tips they can share with others

90% feel they can play a part in helping make this community a better place for children

86% feel more confident to help out in their community

10 Parents went on to become Family Ambassadors



leading to

wider range of services & activities in the community being used, families becoming socially and politically active, reduction in anti-social and risk-taking behaviour

COMMISSIONERS & SERVICE PROVIDERS have better coordinated services around families, and better relationships between services and families

85%

of families report they find it easier to talk to professionals about thier children's need

81%

of families report they feel more able to cope if things go wrong

95%

of families report their relationship with their child's school is improving



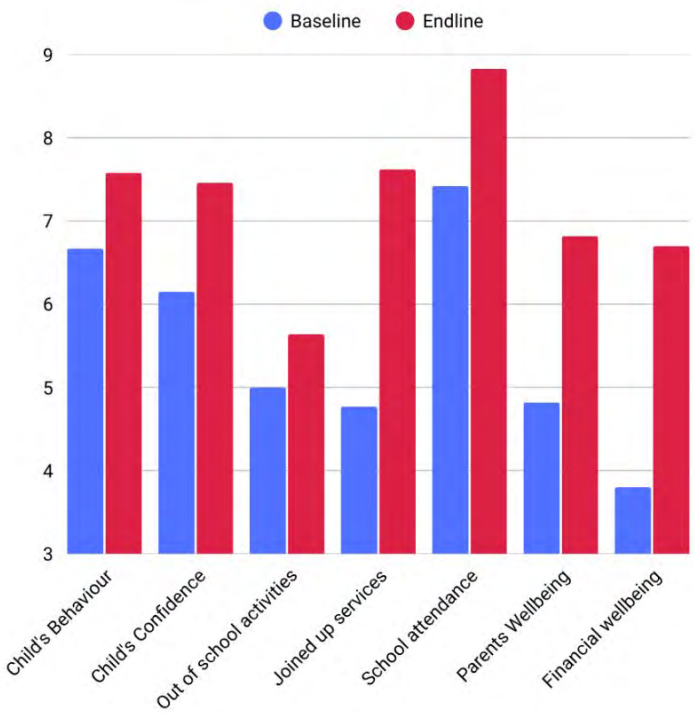
leading to

reduction in need for higher cost crisis services, savings to the public purse, & increased social capital

REFERRERS report significant improvements, particularly in services being more joined up.







Our strong collaboration with referrers helps build the foundations children need for lifelong success

1666

visits to our weekly drop-ins







4350+

hours of open-access support, reducing isolation and building a resilient community

FROM GUIDANCE TO GROWTH: The ripple effect of our new parenting groups



100%

of parents reported feeling more confident in their parenting skills and knowledge



11

Parents took part in our new parenting group

41

family members directly benefitted

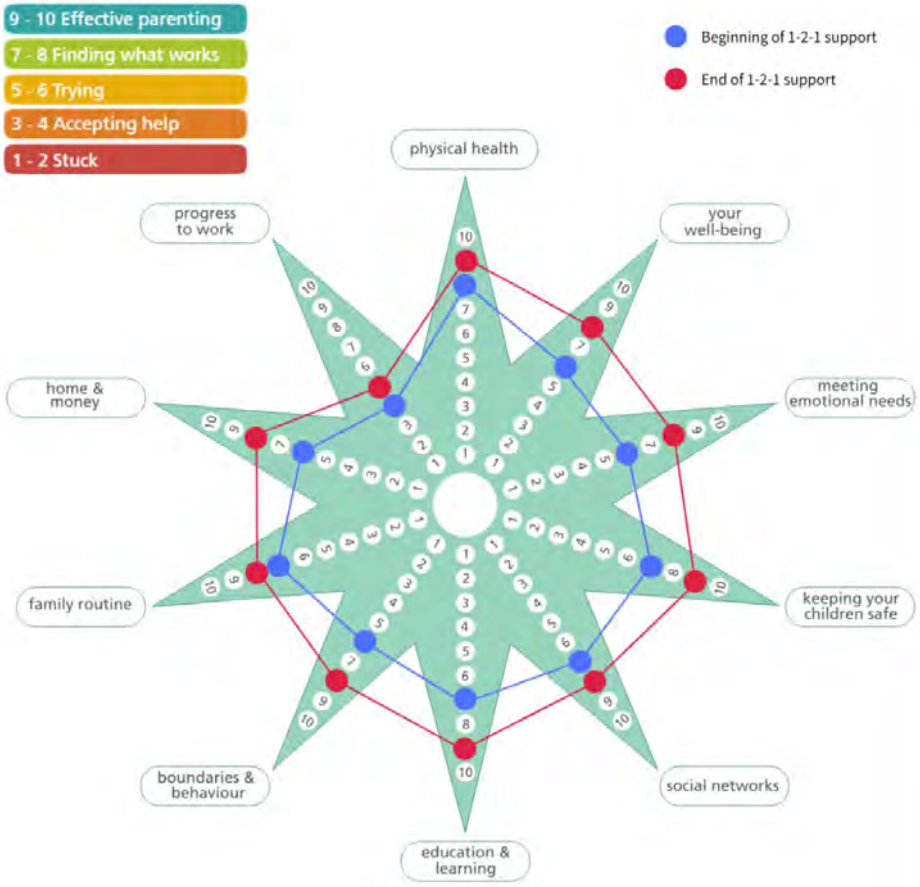
including

26

children

We engaged in conversations over 8 weekly sessions on key topics such as communication, neurodivergence, parenting styles, and much more.

FAMILY OUTCOMES STAR



The Star helps parents identify strengths, address challenges, and plan progress across ten key areas.

A one point change on the star scale is deemed statistically significant





Emma reached out to Red Hen for support with her son's behaviour, something she found difficult to understand and manage on her own. After a home visit, she expressed interest in joining our "Supporting Children" programme.

From January to April, Emma fully immersed herself in the course. She actively participated in group discussions, openly shared her experiences, and offered encouragement to fellow parents. Emma particularly valued learning more about herself and her children, and she worked collaboratively with others to develop practical parenting strategies tailored to their unique challenges.

Through evaluations, feedback, and questionnaires, Emma shared that she now tries to prioritise self-care, feels more patient with her children, and is coping much better as a parent. She has noticed a positive change in her son's behaviour and feels more confident and capable in managing difficult situations. Most importantly, Emma's relationship with her son has grown stronger, and she feels empowered in her parenting journey.

Inspired to give back, Emma has become a Red Hen Family Ambassador, representing the charity and her community at various events. She now volunteers at several Red Hen groups and activities, supporting other families and sharing her experiences.

Recognising her empathy and leadership, we invited Emma to become a Parent Peer Supporter for the subsequent "Supporting Children" programmes. She embraced this role, providing invaluable support to other parents, including one with a visual impairment, helping them to engage and benefit from the course fully.

Since completing the programme, Emma is looking to the future with renewed confidence. She is upskilling herself, volunteering regularly, and has completed a first aid course as she prepares to return to work.

Emma's journey is a testament to the transformative power of community support and the difference we can make, not just for individuals, but for families and the wider community.

"I feel The Red Hen Project are always there to provide support. [My Family Worker] has been excellent, kind and caring. She never shows judgment and helps the best way she can. I always know she is there to help"







"Before I discovered Red Hen, I was completely isolated. I didn't go out, we didn't go to the park, and I had very poor mental health. I just wasn't in a good place, the Red Hen has supported me for about two years now and there has been such a significant change I attend 2-3 groups a week, I have support and someone to turn to when things go wrong or I'm having a bad day, my kids have so many opportunities and are out almost every day outside of school. I can't thank the Red Hen enough for the support I have received."




"We have been living in Cambridge for the last 3 years, and we didn't know anyone. When I read about a workshop with Red Hen and signed up, things changed. I felt less alone and more included. I saw that there is kindness in this City, and I got the courage to be more open as well. I started to be confident and started to get to know people around me.

This helped me with my everyday life confidence, and as a result, it reflected on my children as well. They feel more confident and happier as well, by seeing their mum confident, and they feel happier by taking part in all the events that Red Hen runs. Also, my children feel safer as when we take part in Red Hen's project, there are always some of the people they have met, and they find them very kind, and they want to visit the Red Hen's people and events again."

"Me and my children have had many difficult challenges in our lives, from relationships to schools, but we have faced them and come out stronger thanks to Red Hen's support, and with the amazing activities and meet-ups these guys do, you never feel alone."

Our Vision and Mission

Our **vision** is a welcoming community where **families are empowered to raise happy, healthy and independent children** who, in turn, grow up to live life to the full.

To achieve this vision, we support children up to the age of 12, their families and communities in Cambridge, **focusing our attention on those who are experiencing challenges** in their lives. We work with families towards **improved wellbeing, confident parenting and cooperative relationships with schools and other services.**

Our Values

- We are **respectful** and **do not judge**
- We are **committed** for the **long term**
- We **value** our local **community**
- We are **kind** and **trustworthy**

For **children** and their **families,** this means we:

- are warm and kind
- are honest and real
- believe in their community
- work hard for as long as it takes

When we deal with **other organisations,** this means we:

- speak up for our community, sharing their ideas and experiences
- are considerate and collaborative partners
- are honest and easy to work with
- build respectful and effective relationships where we learn together

For our **staff** and **volunteers,** this means we:

- value our team as people
- are committed to our team's development and progression
- are inclusive and strive to be diverse
- learn, develop and change together



Our Short- and Long-Term Outcomes

Children

affected by poor wellbeing and struggling to engage with learning and school, are **happier**, **more confident** and have **better wellbeing**.

This, in turn, creates **increased emotional resilience, better mental health, improved school attendance** and **engagement with education**

Families

affected by poverty, stressed family relationships, isolation, and poor access to opportunities have **improved family relationships**, feel **less isolated**, access more **opportunities** and **resources** and are better **linked** to and **able to seek help**.

This, in turn, leads to **fewer crises** and families receiving the **right support** - including meeting additional needs. **Family life is better.**

Parents/carers

who are struggling with the additional needs of their children, parenting challenges, poor wellbeing, and poor access to services have **increased parenting confidence** and a better understanding of the additional needs of their child(ren), better **wellbeing** and practical **skills** (work, money etc).

This, in turn, creates an **increased sense of community** and **engagement** with it and improves **mental health.**

Communities

affected by low income, inequality and socio-economic challenges see parents acting as positive **role models**, an increase in **volunteering** and **better relationships** within the community.

This, in turn, creates an increase in **engagement**, families becoming socially and politically active and a **reduction in anti-social and risk-taking** behaviour.

Services and infrastructure

with high demand for costly crisis support, and who are overstretched and struggle to engage some families, see **better co-ordinated services** around families and relationships between families and services.

This, in turn, leads to **increased social capital** and **savings** to the public purse by **prevention of crises.**

Achievements and Highlights

Our Work and Reach

To achieve our mission, we deliver:

- One-to-one and whole family support to help families overcome challenges, improve relationships and enhance overall wellbeing.
- Drop-in groups, school holiday activities, positive experiences, courses and workshops.
- Space and opportunity for parents/carers to take an active role in their community.

We have reached over 840 individuals during this year, creating positive impact across our community, when and where it was needed most.

This year, we saw a continued rise in the complexity of challenges facing families - but also a growing willingness to seek help earlier. Families came to us with a mix of emotional, financial, and practical needs, often shaped by long-term pressures and gaps in public services. What stood out in 2024–25 was the depth of trust placed in Red Hen, and the way our support helped families move from crisis to confidence.

Our experienced team worked intensively with 63 families for on average 6.5 months, supporting 152 children through tailored casework that prioritised relationships, consistency, and dignity.

This long-term approach allowed us to respond flexibly to each family's situation, helping them build resilience and navigate systems that often feel overwhelming.

To strengthen our response to increasingly complex family needs, we invested in bespoke specialist training for our delivery team, with a focus on neurodivergence and trauma-informed practice. We also embedded regular clinical supervision to support staff wellbeing and reflective practice. These steps have enhanced the team's confidence and capability, ensuring families receive thoughtful, informed and compassionate support.

Extending our reach to families who may not yet need, or may not be ready for, intensive casework, outreach activities enabled us to connect with a wider range of families, offering early support and building trust. They also provided a crucial bridge for families who have completed one-to-one support, giving them ongoing access to advice, connection, and practical help. Whether it's support with parenting, navigating services, or accessing essentials like food and fuel, our outreach work helps families stay resilient and connected long after their initial engagement with Red Hen.

Wrapped around this core casework, our outreach programme continued to play an increasingly vital role. From weekly drop-ins to parenting groups and school holiday activities, we created spaces where families built confidence, reduced isolation, and strengthened family and community connections.

What's clear is that our model - rooted in trust, time, and community - is making a tangible difference. Families know they can return when they need to, and that Red Hen will be there with practical and emotional help, delivered with warmth and expertise.

1,666 visits were made to our weekly drop-ins across North Cambridge, offering more than 4,000 hours of open-access support in safe, non-judgmental environments where we reduce isolation and build resilience.

Our Team

Our team continued to be the driving force behind everything we do - bringing compassion, expertise and unwavering commitment to families we support.

Welcoming New Family Workers

In 2024–25, we were thrilled to welcome two new family workers to the Red Hen team. Bec and Hilary's arrival has brought fresh energy, experience, and capacity to our service at a time when demand for support continues to grow. With their help, we've been able to reduce waiting times, take on more referrals, and offer more consistent, tailored support to families facing complex challenges. Their skills and dedication have already made a meaningful impact, and their integration into the team has strengthened our ability to deliver high-quality, relationship-based support across the community.

Supporting Development with Bespoke Training

This year, we invested in bespoke training for our Delivery Team through a partnership with The Atrium Clinic. Over nearly seven days, Dr Sara Ireland provided tailored sessions focused on supporting families where children or parents are neurodivergent. The training deepened our understanding of ADHD and Autism and equipped the team with practical tools and strategies. It's already transforming how we work - boosting confidence, empathy, and outcomes. Many staff members described it as the most impactful training they've ever received, and we're excited to build on this foundation in the year ahead.



Volunteers Driving Impact

Volunteers have played an increasingly vital role in our group delivery work this year, bringing a wide range of skills, experience and perspectives that enrich every session. Their contributions have been deeply aligned with Red Hen's values of compassion, respect and empowerment. Their presence not only strengthens our capacity but also enhances the quality of engagement and connection within our groups.



Strengthening Our Voice and Investing in Growth and Engagement

To support the delivery of our strategic plan, we have invested in dedicated fundraising and communications capacity. This new resource is helping us strengthen our profile, engage more effectively with supporters, and secure the funding needed to grow and sustain our work. It marks an important step in building long-term resilience and amplifying the voice of our community.

Introducing a New Role

This year, we introduced a new Community Family Worker role, which Maria has stepped into with warmth, skill, and dedication. The role was created in response to the growing number of families seeking early support outside of traditional referral routes. By being embedded in community spaces - including at schools and local events - Maria is building relationships with families in a more informal, accessible way. This approach allows us to identify emerging needs earlier, offer timely advice and signposting, and provide a softer entry point into more intensive support where needed. The role is already proving invaluable in strengthening our outreach, reducing barriers to help, and ensuring families feel seen, supported, and connected from the very beginning.

We now have ten members of staff, eight of whom are involved directly in service delivery year-round. We have four family workers and two project workers. Many of our team work part-time hours, giving us a full-time equivalent (FTE) of 7.5.

Intentional Conversations: Evolving Our Support Systems

This year, we rolled out a new team supervision format based on the Health and Safety Executive's Management Standards approach, designed to help organisations proactively manage work-related stress. Each team member has a regular individual support meeting focused on six key areas known to influence wellbeing at work. This process has enabled more open and intentional conversations about staff development and support needs, beyond day-to-day casework, tasks and projects. By separating operational discussions from wellbeing-focused dialogue, we're fostering a more holistic and responsive supervision culture.

Our external evaluation re-confirmed our team goes above and beyond to ensure every child and family is met with dignity, kindness and practical support, helping them move forward with confidence and hope.

Our Partners and Referral Pathways

Our partnerships remain central to how we reach and support families. Our partnerships remain central to how we reach and support families. They allow us to offer more diverse, responsive and creative support — shaped by shared values and a commitment to community.

Schools continue to be a vital referral route and a key part of our collaborative approach. Despite ongoing pressures on school budgets and staffing, our close working relationships with school staff have enabled us to identify and support families early, easing some of the burden on teachers, SENCOs and safeguarding leads.

Crafting Confidence Through Community Sewing

Our partnership with Sew Positive brought fresh energy to our work supporting parents' well-being. Through an 8-week sewing course, parents gained creative skills, built confidence, and found meaningful social connection. The collaboration allowed us to offer something new - a space where creativity and mental health support came together. Several participants have since joined ongoing groups, showing how the partnership has extended its impact beyond the course itself.



Wheels of Change: Pedals with Purpose

Working alongside Antonio Mariconda and The Liberation Cycle has opened up new possibilities for families in our community. By refurbishing and donating bikes, the charity has enabled over 45 Red Hen families to access safe, sustainable transport — helping with school runs, appointments, and simply enjoying time outdoors. Antonio's hands-on involvement, from attending events to offering practical cycling advice, has made this more than a donation programme; it's a relationship built on trust, empowerment and shared values. The impact is already visible in increased confidence, independence and connection among families — and we're excited to continue building on this work together.



At the same time, we've continued to diversify our referral pathways to ensure families who may not feel able to approach their school can still access support. Our partnership with Hundred Houses Society has matured into a well-established route, with strong outcomes for families. We've also deepened our collaboration with local health services, working with two GP surgeries to support families referred through social prescribing and primary care teams.

We remain deeply grateful to Cambridge Aid and Cambridge Community Nursing Trust, whose support has enabled us to respond quickly to families facing acute financial hardship.



Partnering for Play: Brick by Brick

This year, we were delighted to begin a new collaboration with Play Included to bring their 'Brick by Brick' LEGO-based therapeutic clubs to CB4 schools. Funding from local legal firm Stobbs (IP) Ltd, including £500 worth of LEGO for Red Hen and the two participating schools, The Grove and Orchard Park. Red Hen played a key role in connecting stakeholders, shaping delivery plans, and supporting logistics. Staff from Red Hen and partner schools completed specialist e-learning training developed by psychologists, specialist consultants, and the LEGO Foundation. The first club launched in February at The Grove, with sessions running through the summer term. Through this creative intervention, we engaged new families and increased participation in our wider programmes.

More than 70 partner organisations strengthen our impact, extend our reach, and help us build a more connected and resilient community. Having a strong culture open to collaborating allows us to access additional resources and specialist help and advice. Together we share our experience and best practices, and work collectively to create solutions to issues facing our community.

Sharing Goals with Cambridge City FC

Our partnership with the club has opened up exciting opportunities for children in CB4. Together this year, we've delivered the fourth and fifth holiday coaching sessions led by the club's U15 and U16 teams, giving over 30 children each time a chance to build skills, confidence and connection in a safe, supportive environment. For the young players, it's been a chance to develop leadership and coaching experience. Supported by the club's coaches, parents and the Supporters Trust, this collaboration is a brilliant example of how local organisations can come together to create meaningful, community-driven impact - both on and off the pitch.



Key Projects and New Developments

Wild and Active:
Inclusive Spaces for Family Connection

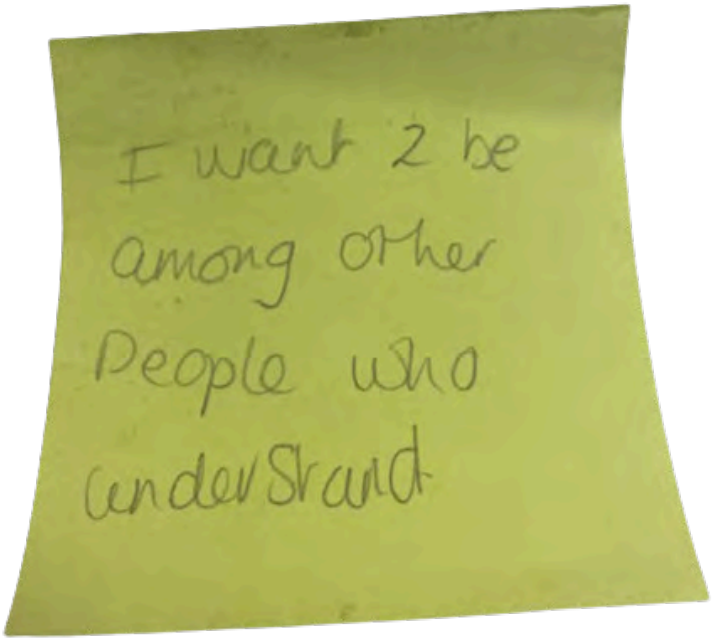
This year saw the launch of our first after-school group. Created specifically for families to be active together, it has been developed to be inclusive, responsive and engaging — with activities that support regulation, connection and fun. Its design has been informed by learning from our bespoke neurodivergence training. *Wild in the Park* runs outside in local green spaces from Easter through to the end of October. During the winter months, we move inside and switch to *Active Together*. The sessions have become a key part of our offer, giving families space to move, play and build relationships.





New Space, Shared Purpose, Big Impact

This year, we moved into the new Charity Hub in Byron House on Cambridge Business Park. A previously empty office space is now being used on a meanwhile basis to support local charities. The opportunity came through collaboration with The Crown Estate and Support Cambridgeshire (CCVS), with support from Savills, who together recognised the mutual benefit of creating a shared space for community organisations. The move has given us a professional and accessible base, while keeping us closely connected to others working with shared values. Already, it's helping strengthen partnerships, improve visibility, and support the delivery of our growing programme.



Developing our Parenting Strategy: A New Approach

This year marked a significant shift in how we deliver our parenting support. Building on feedback from families and staff, and the neurodivergent training we received from The Atrium Clinic, we co-designed a new parenting course tailored specifically to the needs and experiences of the families we work with. The course focuses on building confidence, understanding children's behaviour - particularly in the context of neurodivergence - and creating space for peer support and shared learning. By embedding this group work into our wider model of support, we're offering families more accessible, preventative help, while also strengthening community connections and reducing isolation. Early feedback has been overwhelmingly positive, with parents reporting increased confidence, understanding of their child's needs, stronger relationships with their children, and a greater sense of belonging.

Expanding Our School Holiday Activities

Recognising the pressure that school holidays place on many families - from increased costs to reduced access to support - we've expanded our programme of activities during these periods. With support from Cambridge City Council and other funders, we've been able to offer a wider range of inclusive, free activities that provide safe, enriching experiences for children and opportunities for families to connect. These sessions help reduce isolation, support wellbeing, and ensure children continue to access positive experiences outside of term time. They also offer a vital continuity of support for families who may otherwise feel the absence of school-based structures and services during the holidays.





Celebrating 25 Years: Family Fun Day

On Saturday 13th July, we marked the end of our 25th anniversary year with our biggest event to date - a joyful Family Fun Day attended by over 330 children and parents/carers we've supported over the years. The day was packed with activities that brought smiles to every corner of the park: from an inflatable obstacle course and bouncy castle to glitter tattoos, animal encounters, samba drumming, a silent disco, and a sizzling BBQ. The event was a powerful celebration of community, connection, and the journey we've shared with families over the past quarter-century. We're incredibly grateful to Cambridge City Council and the many local businesses and volunteers who made the day possible - from sponsoring ice creams and food to lending equipment and helping with setup. The event was a true reflection of the spirit of Red Hen: inclusive, joyful, and rooted in community.



Soft Play at the New Community Centre

This year, we were proud to be invited to take over the running of the soft play sessions in North Cambridge. These sessions offer a safe, welcoming space for families with young children to play, connect, and access informal support. By embedding Red Hen staff into the sessions, we've been able to build relationships with families in a relaxed, non-judgemental environment - often reaching those who might not otherwise engage with services. Notably, we've seen a rise in participation from a more diverse range of families, including greater involvement from fathers and caregivers from a variety of cultural backgrounds. This has helped us strengthen community ties, identify emerging needs early, and ensure our support is accessible and inclusive for all living in CB4.

CB4Ward, Radical Thinking

This project is exploring new, more relational and radical ways of supporting families with children aged 3–11 who face multiple disadvantages. This was the second of a three-year collaboration between four local charities - Blue Smile, CPSL Mind, Cambridge Acorn Project, and ourselves - facilitated by Fullscope and funded by Public Health. During the year, we've contributed to the development of a new model that places families in the lead, giving them greater agency over their support and decision-making. Our team has been at the forefront of shaping this work, which is influenced by the principles of Radical Help by Hilary Cottam, and we're excited to be part of a growing movement rethinking how services can better respond to complex family needs.





Enhancing Insight Through Smarter Systems

As part of our commitment to continuous improvement, we have continued to develop our use of our new contact relationship management (CRM) system, which is improving our monitoring and evaluation processes. This is enabling us to collect data more efficiently, gain deeper insights into our impact, and strengthen safeguarding oversight. It is reducing administrative burden for staff, allowing more time to focus on direct support for families. This investment is a key step in ensuring our work remains responsive, evidence-based, and accountable.

Reaching Families at Christmas

Our Christmas outreach in 2024 was our most ambitious and successful yet, supporting 127 families with hampers, gifts, and Christmas dinner ingredients. Thanks to early planning, strong fundraising, and generous partners like The Cambridge Fruit Company, Cadence and MathWorks, deliveries were completed swiftly and warmly. Notably, we welcomed Yuliia, a Ukrainian volunteer, into a sessional project role to connect Ukrainian families with our support, resulting in 17 families receiving festive packages - bringing warmth, joy, and connection to hundreds of children and parents during the festive season.



Developing the Family Ambassador Role

This year, we've continued to grow and shape our Family Ambassador role - a peer-led initiative that empowers parents who have previously received Red Hen support to give back to their community. Our Ambassadors play a vital role in welcoming new families, sharing their lived experience, and helping others feel seen, heard, and understood. Their presence at groups and events helps break down barriers to engagement, builds trust, and strengthens the sense of community that sits at the heart of our work. As the role develops, we're exploring new ways to support and train our Ambassadors, recognising the unique value they bring as advocates, connectors, and role models.





Red Hen Connect:
Increasing Visibility and Accessibility

2024 saw the launch of Red Hen Connect, a new initiative designed to increase our visibility and accessibility within partner schools. Thanks to additional staff capacity and the evolving community focus of Maria's role, we were able to offer three Red Hen Connect sessions per term to each referrer school. These two-hour sessions take place at the school gates, where our family workers meet parents informally to offer a listening ear, practical advice, and one-off support. The aim is to reach families who may not yet be aware of what Red Hen can offer. Red Hen Connect is now active in three of our partner schools, and feedback has been positive, with an increase in outreach support and engagement.



Our Strategy

Reviewing our last Strategic Plan

Over the past three years, we have made significant strides in delivering on the ambitions set out in our 2022–2025 strategic plan. We expanded our reach, introduced new referral pathways, and formalised our Family Ambassador programme to strengthen peer support. Our team grew in size and capability, enabling us to deepen our impact and respond to increasingly complex family needs.

We improved our monitoring and evaluation systems, developed a new theory of change, and began capturing richer stories of change. We also addressed gaps in core functions like finance and communications as well as focusing on a new home for the charity.

These achievements reflect our commitment to better outcomes for families, and a more resilient organisation - all in response to the increasing complexity of needs in our community. While challenges remain, we are proud of the resilience, innovation and community leadership that have defined this period. These achievements lay a strong foundation for our next phase of growth.

Introducing our New Strategic Plan 2025-26

Co-produced by staff and trustees in the early part of 2025, our new strategy is informed by information gathered from families, referrers and other stakeholders as well as the findings of our external evaluation that was being undertaken in parallel with this process. This evaluation reaffirmed that our work significantly improves:

- Family wellbeing
- Children's mental health
- Community belonging
- Access to services and advocacy

Cambridge is a city of opportunity, but also of inequality. As the population grows and services face increasing pressure, our work becomes more vital. We are committed to:

- Reaching underserved families
- Responding to mental health and neurodivergence challenges
- Building community resilience
- Advocating for systemic change

Our five aims are to:

- **protect & evolve our existing work in CB4 –** services will be more inclusive, responsive and impactful, and we will be a central voice in local collaboration and innovation
- **grow our income & access to resources –** to support our mission, we will have a stable and diverse funding base, our resources will support innovation
- **invest in our leadership to enable our development -** our board will be equipped and representative, and our leadership will have capacity, be resilient and community-informed
- **define & evidence our ethos, values & systemic model of work** - we will be recognised as leaders in family-led, systemic support
- **pilot new services for families** – we will expand our reach and refine our approach - successful pilots will be integrated or scaled

Our Thanks - funding and broader support

Our finance report highlights the contributions of our funders, fundraisers and donors, many of whom have requested anonymity. We extend our warmest thanks to them all.

Cambridge remains a city of huge contrasts, where significant wealth exists alongside deep-rooted inequality. In 2024–25, we continued to harness the generosity of individuals, local businesses, and community groups. By actively building relationships and telling the story of our impact, we've continued to broaden our supporter base and reduce our reliance on any single funding source. This growing diversity in income streams is helping us build a more resilient and sustainable foundation for the future, ensuring we can continue to respond flexibly to the evolving needs of families.

Particular thanks go to the following supporters:

Grant funding from Global Charities, The Simon Gibson Charitable Trust, The Sir Michael and Lady Marshall Grassroots Charity Fund (via Cambridgeshire Community Foundation), Cole Charitable Trust, the Eddington Community Fund (from the Clarion Housing Group) and the Souter Charitable Trust.

Cambridge City Council who provided grant support towards the cost of our drop-in groups, our poverty relief work, our summer trips and a new project where we run the soft play sessions in the new community centre. Their Active Communities team also supported us with the costs of instructors for our wellbeing and after-school groups. Public Health at Cambridgeshire County Council provided funding via Fullscope to support our work in the CB4Ward project.

We received generous donations from groups including the Chamifealion Trust, Fleur de Lys, Reach Community Solar Farm, the Rotary Clubs of Cambridge, and the Cambridge University Masonic Charitable Trust. The Perse Preparatory Parents Association selected us as a charity partner, and we were honoured to receive funds from the Cambridgeshire Crown Court Forfeitures Scheme.

Local faith groups Cambridge Vineyard Church, Histon Methodist Church, and the local Quaker group contributed to our work, and we were delighted to receive donations from Jesus, Trinity, and Girton Colleges.

Corporate and local business support came from organisations including Abcam, Aixtron, Amadeus, Big Bear Creative, Brand Unify, Cadence, Cambridge Dream, Co-op, Dassault Systèmes, Igentics, John Lewis, Lane Clarke & Peacock, Mills & Reeve, PEM, Redgate Software, TKMaxx, and Homesense.

Our own fundraising efforts were boosted by events and campaigns supported by organisations such as Accorde Choir, Alex Wood Care Home, Beam Group, Cambridge and Cambourne Stagecoach, Cambridge Future Tech, Cambridge Science Park, Cambridgeshire Law Society, Gog Magog Golf Club, Hawks' and Ospreys' Clubs, MathWorks, One Cambridge Square, Sanofi, Some Voices Choir, St Mary's School, Take 5 Quintet, The Bradfield Centre, and Wilburton Baptist Church.

In the summer of 2024, we were proud to begin a two-year Charity of the Year partnership with Cambridge University Press & Assessment. This collaboration marks a significant milestone for The Red Hen Project, offering not only vital financial support but also opportunities for staff engagement, volunteering, and shared learning. The partnership reflects a shared commitment to community wellbeing and educational equity, and we are excited about the potential to amplify our impact through this meaningful relationship.

We're incredibly grateful to our growing family of regular donors - a dedicated group whose ongoing generosity supports the heart of our work. Their commitment gives us the stability to plan ahead, grow our services, and reach more families. By becoming a regular donor, you're not just giving - you're joining a community that's helping to build a brighter future for children across our city.

We also thank the organisations and individuals who have contributed their time, expertise and resources, often alongside financial support. Their belief in what we do and the help they give remain crucial to our survival

Special thanks to the following special friends

- ABC Life Support for enabling us to offer first aid training to Red Hen parents.
- Neil Bharadwa and the Cambridge Fruit Company and their incredible customers.
- The Bradfield Centre for the use of their meeting rooms and co-working space.
- Cambridge Bikers Christmas Toy Run for their donations of Christmas presents.
- CCVS, The Crown Estate and Savills for all their hard work to make the new North East Cambridge Charity Hub a reality.
- Hilary Duncan, our incredible volunteer who supports our budget cookery program.
- Local software company Elica for the use of their offices, and support moving to our new space.
- The Good Plant Company for making our offices a green heaven by allowing us to adopt plants removed from corporate offices locally.
- Jesus College for their partnership, including the use of their grounds for events.
- Mathworks for their ongoing practical support, including the space to process our Christmas present appeal and logistics.
- Billy and Jake at Printing.com Cambridge for all the support with printing over the year.
- The New Standard (TNS) for their generous donations of food and drinks for many of our activities and events.

This breadth of support has not only strengthened our financial resilience but also expanded our reach and deepened our roots across the community.

Governance

Charitable Objects

The charitable objects of the charity, as set out in our new Constitution, are

To advance the education and development of children and their parents/carers in North Cambridge by providing support, activities and services designed to

- develop the capabilities, competencies, skills and understanding of parents/carers
- support children and families facing emotional and behavioural challenges
- reduce the number of children and families with emotional and behavioural challenges
- improve school attendance and educational performance
- increase empowerment and participation of hard-to-reach families
- improve social integration, access, and participation in the community

Governance and Trustee Responsibilities

Powers and Delegations: The Board of Trustees holds all the charity's powers and authorities. It is ultimately responsible for the charity's overall control and strategic direction and protection of its assets. Day-to-day running of the charity is the responsibility of the CEO, Sarah Crick.

Trustee Appointments and Meetings: Trustees are appointed by the Board and are representative of our community, our families, and our partners. Trustees are re-elected annually at the AGM unless they choose not to stand for re-election. The names of Trustees who served during the year are listed on page 2. During 2024–25, the Board met four times. The quorum for full board meetings is two, or the number nearest to one-third of the total trustees, whichever is greater. The Board is supported by a series of board committees focused on finance, risk, HR and fundraising that meet quarterly as a minimum.

Trustee Recruitment and Diversity: The Red Hen Project is committed to ensuring that its Board of Trustees reflects the diversity and lived experience of the community it serves. Trustees are recruited through a combination of open calls, community referrals, and targeted outreach to ensure a broad range of skills, backgrounds, and perspectives. We actively seek trustees with lived experience of the challenges our families face, and we aim to maintain a balance of professional expertise and community insight. Diversity and inclusion are central to our governance approach, and we continue to review our recruitment practices to ensure they are equitable and accessible.

Induction and Training of Trustees: New Trustees attend an initial meeting where they are provided with a full report on the charity's activities and details of their roles and responsibilities as Trustees, including child protection and safeguarding training. Ongoing training is available as needed. Trustees are made aware that they are able to call additional meetings whenever they feel it is necessary to discuss important issues that arise.

Statement of responsibilities of the Trustees

Red Hen's Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations. The Trustees review and agree financial statements for each financial year which give a true and fair view of the state of the affairs of the charity.

The Trustees are responsible for ensuring the employees of the charity maintain proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charity Commission's requirements.

The Trustees 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.

Statement of Public Benefit

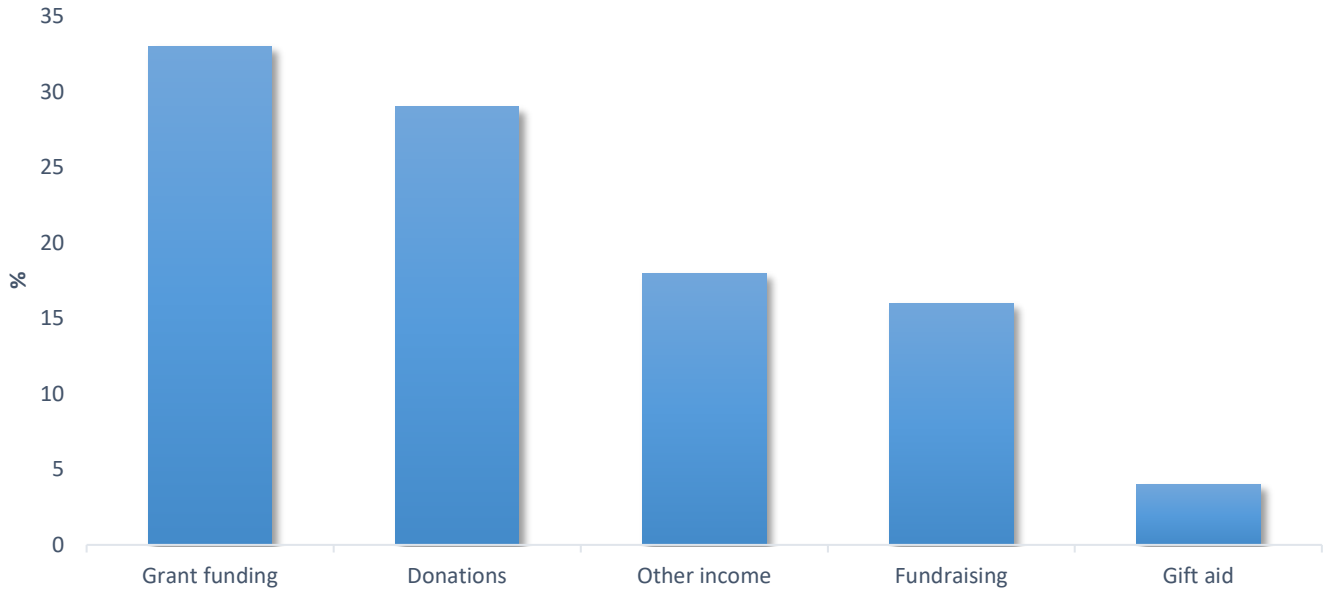
The Trustees confirm that they have complied with the duty in the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'. That guidance addresses the need for all charities' aims to be demonstrably for the public benefit.

The Red Hen Project addresses its objectives by providing early intervention in the form of intensive family work, complemented by a range of outreach support designed to support children and families on their journey to independence. This report highlights the achievements of this work over the year.

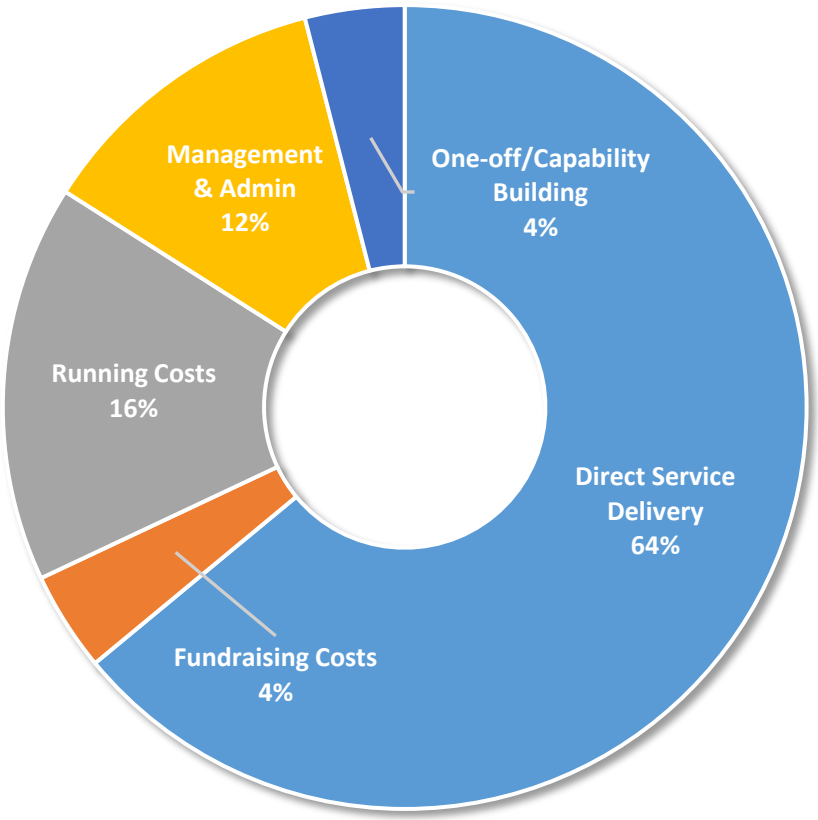
We aim to help children and families experiencing challenges and disadvantages in our community. No person is excluded on the grounds of race, religion, gender, sexual orientation or social position.

2024-25 Financial Review

£285,494 Income - % Breakdown



£314,653 Expenditure - % Breakdown



Year-end position

Income	£285,494
Expenditure	(£314,653)
The in-year deficit was	**£29,159**
With the 2023/24 carry forward, we ended the year with an overall balance to be carried forward as of 31 March 2025	**£173,653**

We started the 2024-25 financial year with a deficit budget, planning to use unrestricted surplus funds to invest in our capacity following a strategic review that highlighted several under-resourced areas.

For the year ended 31 March 25, our financial performance was £48,675 better than we had planned.

This success is due to our investment in fundraising and raising awareness of the impact of our work, which led to us achieving £44,352 more income than budgeted, along with a modest underspend.

As part of the details provided within the financial statements, we have shown the balances brought forward as unrestricted and restricted. The movement between unrestricted and designated funds is in line with the designated funds policy.

Expenditure

This year's expenditure was within the overall budget, and we ended the year with annual spend just below £5,000 less than planned.

We budgeted to spend nearly £70,000 more than the previous year due to unexpected increases in income in recent years. This included two large unsolicited donations received in the 2023-24 period. These additional funds, along with other project funding, enabled us to invest in several key areas:

Delivering to meet increased need

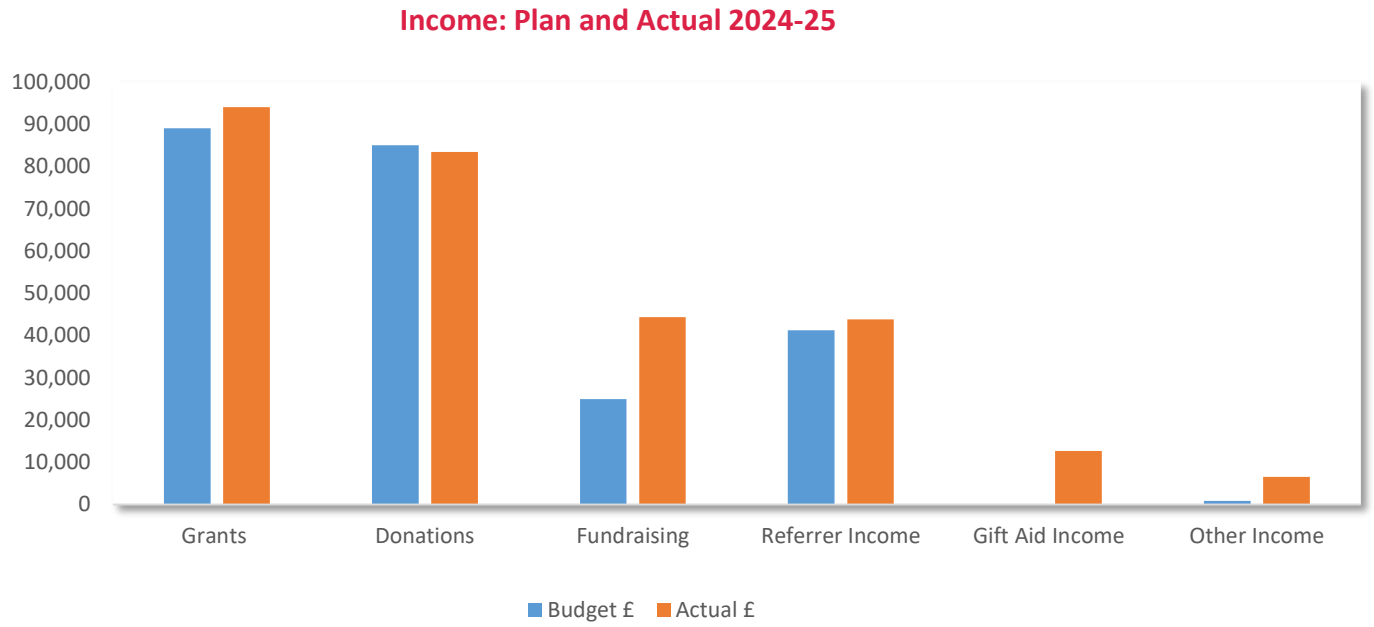
- Delivering intensive family case work via health colleagues at our two local GP surgeries.
- Developing a new after-school group focused on families getting active together.
- Taking on the running of our local soft play sessions at the new community centre.
- Starting to build our school holiday programme with additional activities for families.
- Developing and co-producing a bespoke parenting course better suited to the families we support.
- Delivered a special summer event to celebrate the end of our 25th year with a group of more than 330 children and parents.

Investing in our staff

- Two new family workers joined our team, bringing invaluable skills and experience to our offering.
- Provision of an Employee Assistance Programme (EAP) giving staff access to tools such as counselling.
- Specialist clinical supervision.
- Bespoke training.

Income

As outlined above, during the year 2024-25, we raised £44,000 more than budgeted. This positive year-end position was mainly a result of an excellent year of fundraising activity, and to a lesser extent, securing more grant funding than expected. Our drive to diversify our income streams continues, and over 66% of funds raised were unrestricted.



Referrer contributions

Our partner schools continue to face huge pressures on their budgets, but recognising the value of our work, they have continued contributing towards the costs of the service they receive.

We continued our new partnership with Hundred Houses Society, a social housing provider. Their new referral stream is now fully utilised, and they can offer a unique and valuable service to their tenant families in the CB4 postcode.

We secured funding from our local NHS Integrated Care Board to provide intensive family case work to several families referred through our two local GP surgeries. This enabled us to work on the social determinants of health, underlying issues that play an important role in the well-being of families.

Grant funders

We are grateful to have received a total of £94,000 in grants from several funders. Most of these are for project-based work, but we are particularly thankful for those funders who have been flexible in their approach, allowing us to respond to the needs of our community. These funders trust us to use funds in the best way possible and understand the importance of unrestricted funding and providing funds to help us cover our core costs. Details of the funders and the funds can be found in the notes to our financial statements.

Fundraising

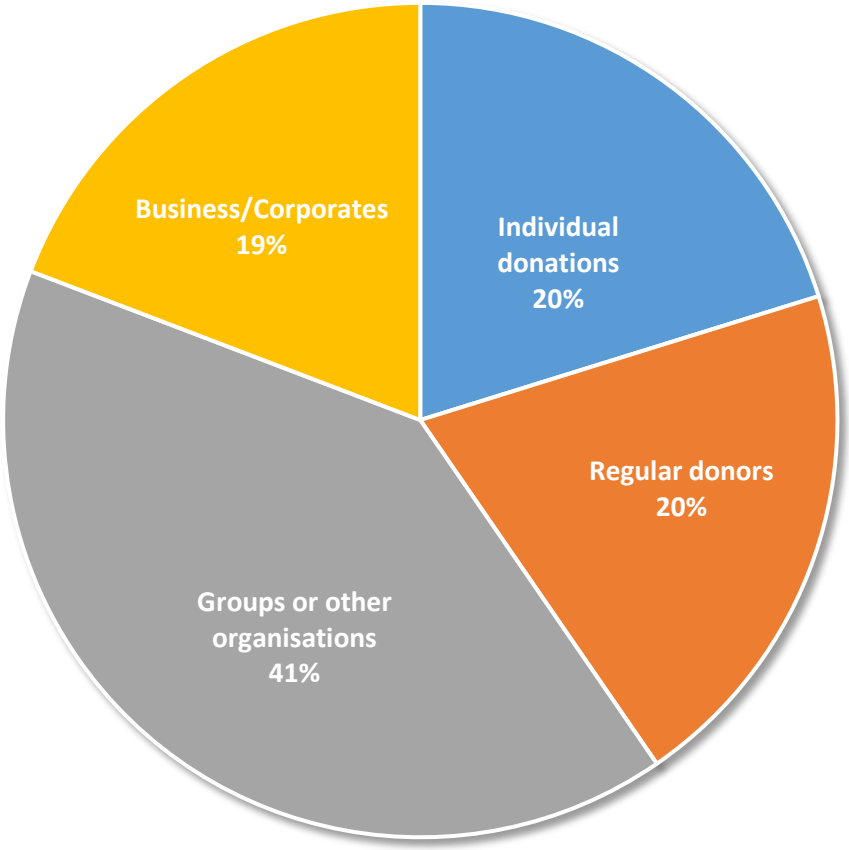
We had a busy year of fundraising, generating over £44,000 from a wide range of activities, including the Cambridge Half Marathon, an informal triathlon organised by two of our trustees, and our successful involvement in The Big Give Christmas Campaign. Alongside our own events, we joined others fundraising on our behalf and received unexpected gifts from others undertaking activities independently. These ranged from bake sales to dance shows, choral choir concerts to a BBQ for tech founders. Great value was received from these activities, taking us into communities where we may have had little presence previously and, therefore, enabling us to reach new potential supporters.

Donations

This financial year, we received more than £33,000 from individual donors, and 50% of this was from supporters giving regularly. These funds have been crucial in allowing us to embark on numerous initiatives that have aided children and families in the community through this challenging time.

Over £15,000 was received from businesses, and close to £34,000 was received in donations from groups and organisations.

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Grants for individuals

We continue to apply for and distribute funds to individual families experiencing hardship. We are particularly grateful to Cambridge Aid and Cambridge Community Nursing Trust, along with other niche funders.

Financial Governance

As the Charity has grown, so too has its financial and governance maturity. The Finance and Risk Sub-Committee meets quarterly to oversee financial performance, strategic planning and risk management prior to the full board.

Reflecting the increasing complexity of our operations, our financial statements continue to evolve in detail and scope. The Charity prepares its accounts on an accrual basis, ensuring transparency and accuracy.

The Trustees maintain a risk register which is reviewed quarterly by the Finance and Risk Sub-Committee and annually by the full Board. Key risks identified include funding volatility, staff wellbeing, safeguarding and reputational risk. Mitigation strategies include diversified income streams, clinical supervision for staff, robust safeguarding protocols transparent communications. The charity's reserves policy is designed to ensure continuity of service in the event of financial disruption. Trustees are confident that current systems and oversight provide a strong foundation for managing foreseeable risks.

Full accounts for the financial year ending 31 March 2025 are available for review.

Reserves

The purpose of The Red Hen Project's Reserves Policy is to ensure the charity can continue operations through a short-term crisis and, if necessary, close ethically while meeting obligations to beneficiaries, staff and funders. The charity has recently undertaken significant work to better understand what steps would be needed, in what order, and at what cost. This resulted in a careful calculation of the funds needed, with due regard to the support cycles of our intensive support of families with vulnerabilities, and the seasonal variations of our outreach activities.

The Trustees have assessed the charity's operating model, risk profile and support cycles, and concluded that:

- Minimum free reserves should be sufficient to cover unavoidable costs and deliver on contractual obligations for a 3–4-month period.
- Maximum free reserves are broadly equivalent to the funds required to manage an orderly closure of the charity.

This equates to our new free reserves range being between £90-120k, with £100k as a central working target.

This range is based on:

- The fulfilment of service level agreements (SLAs) for 3–6 months, and the nature of beneficiaries' vulnerabilities needing continuity of services, with broader family work requiring up to 6–9 months of support.
- Estimated wind-down costs, including governance and overheads, salaries and redundancy, and SLA servicing.
- The mixed funding base (c.50% grant income, 50% fundraising/donations), which provides flexibility, but carries inherent unpredictability.
- The ability to flex delivery capacity over time if income reduces, balanced against the reputational and ethical need to avoid abrupt cessation of services.

Designated funds

As at 31st March 2025, total reserves held were £173,653, of which £4,066 are restricted.

The charity is designating unrestricted funds that have been earmarked for several areas identified by the Trustees as exciting opportunities for future growth of the Charity's work and to meet the aims of the new strategy. These can be found in note 14 in the annual accounts. We plan for all these designated funds to be used by March 2026.

£6,500 has been set aside to extend the NHS project for an additional 12 months in order to continue supporting families referred to us by GPs and social prescribers in our two local surgeries, but also to maintain this route to support for those families who aren't able to access support via their school.

£13,500 is designated to undertake the planning required to set up a pilot project exploring a family approach to Transitions to secondary school, a time of great challenge for many children and their families.

As we near the end of the 3-year Public Health-funded project called CB4Ward we are seeking funding to continue this innovative and impactful work. While we plan to secure some funding during FY25/26, the trustees have agreed to designate £17,000 of unrestricted funding to underwrite this project. These funds will be used on time for the leadership to develop our role as lead partner for the project and enable us to continue working with families over the year using this model.

Finally, trustees have decided, for the first time, to explore expanding our impact beyond the CB4 postcode, and are designating £32,500 to develop a pilot plan to offer our intensive family case work to the Abbey Ward. These funds will be used on time for the leadership to start to develop the pilot and enable us to start working with families in Abbey later in the financial year.

In addition to these projects, the trustees have agreed on a relocation fund of £5,000 to help us find a new home should we need to relocate in the coming year. The Red Hen Project staff team and equipment are currently located in the North East Cambridge Charity Hub, which occupies a ground-floor space in a building on the Cambridge Business Park. Importantly, this is only on a meanwhile basis, and we will need to vacate this space at some point in the future, although timescales are unknown.

This brings the total amount designated for 2025/26 to £74,500. Free reserves therefore remain at a total of £95,086, just above our range minimum. Our working target is £100,000.

FINANCIAL STATEMENTS FOR THE YEAR ENDED

31 MARCH 2025

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with general applicable law and United Kingdom Accounting Standards (United Kingdom General Accepted Accounting Practice).

The law applicable to charities in England and Wales 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 of the charity 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;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2015 and the provisions of the trust deed. They are also responsible for safekeeping the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on 18 November 2025 and signed on its behalf by:



Lesley Ford

Chair of Trustees

BURDETT KING accountancy

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF THE RED HEN PROJECT

I report to the trustees on my examination of the accounts of the charity for the year ended 31ST March 2025.

Responsibilities and basis of report

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

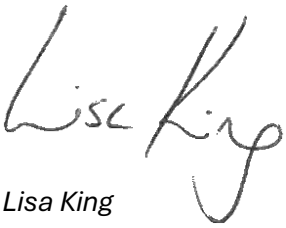
Independent examiner's statement

The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Association of Chartered Certified Accountants.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Lisa King

Burdett King Accountancy Ltd

Burdett King Accountancy Limited
8 The Hamiltons, Newmarket. CB8 0NF
Tel: 07825 317323 Email: lisa@burdettkingaccountancy.co.uk

Burdett King Accountancy Limited is registered in England and Wales, company registration number 8571664.
Registered Office: 8 The Hamiltons, Newmarket. CB8 0NF. Registered with the Chartered Association of Certified Accountants.

STATEMENT OF FINANCIAL ACTIVITIES for the year ended 31st March 2025

	Notes	Unrestricted Funds £	Restricted Funds £	**2025 Total Funds £**	2024 Total Funds £
Incoming resources	*2*				
Donations		131,629	9,549	141,178	185,508
Grants & referrers' contributions	*3*	53,802	87,524	141,326	150,532
Investments		1,177	-	1,177	991
Fundraising & other income		1,401	412	1,813	-
		188,009	97,485	**285,494**	337,031
Resources expended					
Raising funds	*4*	12,574	-	12,574	520
Charitable activities	*5*				
Family case work		108,433	73,074	181,507	144,801
Community outreach activities		63,969	56,602	120,571	104,726
		184,977	129,676	**314,653**	250,047
Net income/(expenditure) before Investment gains/(losses)		3,032	(32,192)	(29,159)	86,984
Net gains/(losses) on investments		-	-	-	-
Net surplus/(deficit)		**3,032**	**(32,192)**	**(29,159)**	**86,984**
Extraordinary items		-	-	-	-
Transfers between funds		(28,693)	28,693	-	-
Other recognised gains/(losses)		-	-	-	-
Net movement in funds		**(25,661)**	**(3,499)**	**(29,159)**	**86,984**
Reconciliation of funds:					
Total funds brought forward		195,247	7,565	202,812	115,828
Total funds carried forward		**169,586**	**4,066**	**173,653**	**202,812**

BALANCE SHEET as at 31st March 2025

	Notes	Unrestricted Funds £	Restricted Funds £	**2025 Total Funds £**	2024 Total Funds £
Fixed assets					
Tangible assets	*10*	652	-	652	1,176
Current assets					
Debtors	*11*	4,968	3,500	8,468	7,832
Cash at bank and in hand		179,661	566	180,227	199,181
		184,629	4,066	188,695	207,013
Creditors					
Amounts falling due within one year	*12*	15,696	-	15,696	5,377
Net current assets/(liabilities)		168,933	4,066	172,999	201,636
Total assets less current liabilities		**169,585**	**4,066**	**173,652**	**202,812**
Creditors					
Amounts falling due after one year		-	-	-	-
Total net assets/(liabilities)		**169,585**	**4,066**	**173,652**	**202,812**
Funds of the charity	*14*				
Restricted funds				4,066	7,565
Unrestricted funds				169,585	195,247
TOTAL FUNDS				**173,652**	**202,812**

The financial statements were approved by the Board of Trustees and authorised for issue on 18 November 2025 and were signed on its behalf by:



Lesley Ford
Chair

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

1. ACCOUNTING POLICIES

Basis of preparation

The charity meets the definition of a public benefit entity under FRS 102. As such, assets and liabilities are, therefore, initially recognised at historical cost or transaction value unless otherwise stated in the relevant policies and notes to these accounts.

The accounts have been prepared in accordance with:

- the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014, and
- the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102),
- and with the Charities Act 2011.

Going Concern

The financial statements are to be prepared on the going concern basis following a review of the organisation by the Board of Trustees, who have developed an appropriate operating plan and financial model which should reasonably expect to see the charity operate just above breakeven, in line with its charitable objectives.

To do this, they have considered whether there are any material uncertainties as to the charity's ability to continue as a going concern.

The charity's senior team have prepared cash flow forecasts for a period of at least 12 months forward, which demonstrate that the cash reserves will continue to meet liabilities as they fall due.

The charity is investing in fundraising activities to generate income and increase its profile within its community. The return on this investment and the overall financial performance is continuously monitored by both the Executive Leadership Team and the Board of Trustees. Cost reduction measures have been identified, should income be lower than anticipated.

Income

All income is recognised in the Statement of Financial Activities when:

- the charity becomes entitled to the resources;
- it is more likely than not that the trustees will receive the resources; and
- the monetary value can be measured with sufficient reliability.

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

Grants and donations are only included in the Statement of Financial Activities when the general income recognition criteria are met. In the case of performance related grants, income has only been recognised to the extent that the charity has fulfilled the performance related conditions are met.

Gift Aid receivable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31st March 2025

1. ACCOUNTING POLICIES (continued)

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 charitable activity. The costs of each activity/project 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 activities on a basis consistent with the use of resources. Central staff costs are allocated based on time spent, and depreciation charges allocated on the portion of the asset's use.

Raising Funds

Costs of raising funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds. Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the CIO Governance costs are those incurred in connection with administration of the CIO and compliance with constitutional and statutory requirements.

Creditors and provisions for liabilities

Creditors which are measured at settlement amounts less any trade discounts. A liability is recognised at its historical value and then subsequently measured at the best estimate of the amount required to settle the obligation at the reporting date.

Tangible Fixed Assets

Assets used by the charity are capitalised if they have a useful economic life of more than one year and cost at least £1,000. Acquisitions are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is charged to the Statement of Financial Activities each month in order monthly to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

- Leasehold improvements: Straight Line over the remaining lease period
- Fixtures and fittings: 20% Reducing Balance
- IT and office equipment: 33% Reducing Balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds (net of any cost of disposal) and the carrying value of the asset and is credited or charged to the Statement of Financial Activities as a surplus or deficit.

At each reporting period end date, the charity's management shall review the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31st March 2025

1. ACCOUNTING POLICIES (continued)

Taxation

The charity is exempt from tax on its charitable activities.

Fund Accounting

General, unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Restricted funds are to be used in accordance with specific restrictions imposed by donors or have been raised by the charity for particular purposes. The aim and use of each restricted fund are fully disclosed in the notes to the Financial Statements.

Designated funds represent unrestricted funds that have been ringfenced at the discretion of the Trustees for a specific purpose, such as future investment in operations or assets.

2. ANALYSIS OF INCOME

	Notes	Unrestricted Funds £	Restricted Funds £	**2025 Total Funds £**	2024 Total Funds £
Donations and legacies					
Donations and gifts		80,095	3,350	83,445	84,071
Gift aid		13,377	-	13,377	29,112
Legacies		-	-	-	-
Community events and partnerships		38,157	6,199	44,356	70,825
Grants which are in substance, donations		-	-	-	1,500
		131,629	9,549	**141,178**	185,508
Charitable activities					
Referrer's contributions		43,802	-	43,802	39,500
Grants provided by Institutions	*3*	10,000	84,000	94,000	109,207
Secured grants for individual families		-	3,524	3,524	1,825
Other		1,401	412	1,813	-
		55,203	87,936	**143,139**	150,532
Income from investments					
Interest on cash balances		1,177	-	**1,177**	991
TOTAL INCOME		188,009	97,485	**285,494**	337,031

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31st March 2025

3. ANALYSIS OF GRANTS FROM GOVERNMENT AND OTHER INSTITUTIONAL FUNDERS

Grants received from institutional funders exceeding £1,000 during the financial year are listed below. These include charitable foundations, statutory bodies, and corporate donors who have supported specific programmes and restricted activities during the year.

		2025	2024
		£	£
Public Bodies			
Cambridge City Council	Community Grants	32,500	22,354
Cambridgeshire County Council	Public Health	-	18,333
Cambridgeshire County Council	Cultivate Grant	-	15,000
Cambridgeshire County Council	Fullscope – Public Health Collaboration	1,000	1,000
Cambs & P'boro ICS (NHS)	Cheshire Community Assura Grant	12,000	-
Charities & Trusts			
Cambridgeshire Community Foundation	Warwick & Dominey Fund	-	2,520
Cambridgeshire Community Foundation	The Sir Michael & Lady Marshall Grassroots Charity Fund	2,500	
Green Hat		-	10,000
Cole Charitable Trust		2,000	1,000
The Simon Gibson Charitable Trust		10,000	-
Global Charities	School Family Work projects	34,000	39,000
Other			
Tesco	Groundworks	-	1,000
		94,000	110,207

4. RAISING FUNDS

	Unrestricted Funds	Restricted Funds	**2025 Total Funds**	2024 Total Funds
	£	£	**£**	£
Seeking donations	11,226	-	11,226	-
Fundraising platform costs	1,348	-	1,348	520
	12,574	-	**12,574**	520

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31st March 2025

5. CHARITABLE ACTIVITIES COSTS

	Direct Cost (note 6) £	Support Cost (note 7) £	**2025 Total Funds £**
Family case work	138,576	42,931	181,507
Community outreach activities	63,663	56,908	120,571
	202,239	99,840	**302,079**

	Direct Cost (note 6) £	Support Cost (note 7) £	2024 Total Funds £
Family case work	90,515	43,178	113,693
Community outreach activities	58,598	57,236	115,834
	149,113	100,414	249,527

6. DIRECT COSTS OF CHARITABLE ACTIVITIES

	Family Work £	Community Outreach £	**2025 Direct Costs £**	2024 Direct Costs £
Family workers and consumables	131,808	-	131,808	87,565
Project workers and consumables	-	57,395	57,395	45,273
Costs of drop-in groups etc	-	6,080	6,080	5,635
Grants secured for individual families	4,264	-	4,264	2,950
Travel, and other expenses	2,505	188	2,693	7,690
	138,576	63,663	**202,239**	149,113

7. APPORTIONMENT OF SUPPORT COSTS

	Family Work £	Community Outreach £	**2025 Support Costs £**	2024 Support Costs £
Management & administration staff costs	16,192	21,464	37,656	48,171
Consultancy & professional fees	7,980	10,578	18,558	19,750
Training & other staff costs	2,281	3,024	5,305	7,465
Office costs, including IT/Software	9,468	12,550	22,018	19,609
Insurance and other governance	1,179	1,563	2,742	3,965
Marketing, memberships & sundry expenses	5,831	7,729	13,560	1,454
	42,931	56,908	**99,840**	100,414

Support costs have been allocated in proportion to the staff costs invested in each of the core activities.

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31st March 2025

8. TRUSTEES' REMUNERATION AND BENEFITS

During the years ended 31st March 2024 and 2025, the trustees did not receive any remuneration or expenses.

9. STAFF COSTS

The trustees delegate day to day operations to their CEO, Sarah Crick.
No employees received remuneration in excess of £60,000 during the year

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

	2025	2024
Governance / Administration	3	3
Charitable activities	6	6
	9	9

10. TANGIBLE FIXED ASSETS

	Office Equipment £	Total £
COST OR VALUATION		
At 1 April 2024	1,586	1,586
Additions/Disposals	-	-
At 31 March 2025	1,586	1,586
DEPRECIATION AND IMPAIRMENTS		
At 1 April 2024	411	411
Charge for year	524	524
At 31 March 2025	934	934
NET BOOK VALUE		
At 31 March 2025	**652**	**652**
At 31 March 2024	1,175	1,175

11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Amounts due from funders	1,000	7,500
Prepayments and accrued income	7,468	332
	8,468	7,832

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31st March 2025

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Amounts due to suppliers	3,356	1,942
Amounts relating to contracts/performance-related grants	7,000	-
Taxation and social security	3,937	2,794
Other creditors and accruals	1,403	641
	15,696	5,377

13. RELATED PARTY DISCLOSURES

There were no related party transactions during the year ended 31st March 2025, nor during the year ended 31st March 2024.

14. MOVEMENT IN FUNDS

	At 01.04.2024 £	Net movement (Note 15) £	Fund Transfers £	At 31.03.2025 £
Unrestricted Funds				
Core funds	190,247	3,032	(98,193)	95,086
Designated funds/Projects:				
Abbey Ward Pilot	-	-	32,500	32,500
Transitions Pilot	-	-	13,500	13,500
CB4Ward Project	-	-	17,000	17,000
Continuation of NHS project	-	-	6,500	6,500
Office relocation provision	5,000	-	-	5,000
	195,248	3,032	(28,693)	169,586
Restricted Funds				
Back to School Appeal	93	(93)	-	-
Soft Play and Drop-in Groups	-	(7,640)	7,640	-
School Family Work Project	-	(119)	119	-
Budget Cooking Project	5,807	(2,184)	-	3,623
Parenting Course	-	(1,339)	1,339	-
Summer Trips	-	(8,596)	8,596	-
Individual Grants	-	(148)	148	-
Ley's Extra Curricular Fund	412	(164)	-	248
NHS ICB	-	(4,400)	4,400	-
Mathworks Cosy Xmas Fund	39	(39)	-	-
Red Hen Crisis Fund	1,095	(899)	-	196
Poverty Relief Project	-	(6,451)	6,451	-
Stella's Food Fund	119	(119)	-	-
	7,565	(32,192)	28,693	4,066
Total Funds	**202,812**	**(29,160)**	**-**	**173,652**

THE RED HEN PROJECT
Charity no: 1183845

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31st March 2025

15. ANALYSIS OF NET MOVEMENT IN FUNDS

	Core Funds £	Back to School £	Soft Play & Drop-ins £	School Family Work Project £	Cooking Project £	Parenting Courses £	Summer Trips £	Individual Grants £
Income								
Donations (including gift aid)	92,786	-	-	-	-	-	255	57
Grants	10,000	-	12,500	35,000	-	2,500	5,000	3,524
Fundraising events and partnerships	38,158	-	-	-	500	-	-	-
Referrer contributions	43,802	-	-	-	-	-	-	-
Other	2,577	-	412	-	-	-	-	-
	187,323	-	12,912	35,000	500	2,500	5,255	3,581
Resources Expended								
Direct costs of charitable activities	80,365	93	18,974	35,119	2,676	3,733	11,741	3,729
Raising funds	12,055	-	-	-	-	-	519	-
Management & admin staff costs	31,114	-	1,578	-	-	-	1,073	-
Consultancy & professional fees	18,558	-	-	-	-	-	-	-
Training & other staff costs	5,305	-	-	-	-	-	-	-
Office costs, including IT/software	21,796	-	-	-	8	105	-	-
Insurance and other governance	2,742	-	-	-	-	-	-	-
Marketing, memberships & sundry	13,041	-	-	-	-	-	518	-
	184,977	93	20,552	35,119	2,684	3,838	13,851	3,729
Income less expenditure	**2,346**	**(93)**	**(7,640)**	**(119)**	**(2,184)**	**(1,339)**	**(8,596)**	**(148)**

THE RED HEN PROJECT
Charity no: 1183845

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31st March 2025

ANALYSIS OF NET MOVEMENT IN FUNDS: Continued

	Ley's Extra Curricular £	NHS ICB £	Mathworks Cosy Xmas £	Red Hen Crisis Fund £	Poverty Relief £	Stella's Food Fund £	TOTAL FUNDS £
Income							
Donations (including gift aid)	-	-	-	-	3,038	-	96,136
Grants	-	12,000	-	-	17,000	-	97,524
Fundraising events and partnerships	-	-	1	696	5,000	1	44,356
Referrer contributions	-	-	-	-	-	-	43,802
Other	-	-	-	-	-	-	2,990
	-	12,000	1	696	25,038	1	284,808
Resources Expended							
Direct costs of charitable activities	164	13,935	39	1,596	29,954	120	202,238
Raising funds	-	-	-	-	-	-	12,574
Management & admin staff costs	-	2,356	-	-	1,535	-	37,656
Consultancy & professional fees	-	-	-	-	-	-	18,558
Training & other staff costs	-	-	-	-	-	-	5,305
Office costs, including IT/software	-	109	-	-	-	-	22,018
Insurance and other governance	-	-	-	-	-	-	2,742
Marketing, memberships & sundry	-	-	-	-	-	-	13,560
	164	16,400	39	1,596	31,489	120	314,652
Income less expenditure	**(164)**	**(4,400)**	**(39)**	**(899)**	**(6,451)**	**(119)**	**(29,845)**

Families' Voices

"My family support worker has been so helpful, friendly and understanding. Not once have I felt judged. Felt like I could talk freely about what my boys and myself are going though and been though. The support and understanding she has showed to me has been amazing. Myself and my boys are so grateful."

"We attended many summer events that were run by Red Hen. My children had lovely time and I enjoyed as well. We felt as part of a family and with all the respect and welcoming we were treated. We felt less lonely as we don't have family near and many friends left for holidays. As we couldn't afford to spend days out, with Red Hen's days out we had something to look forward to and someone to count the summer days together with."

"From the start of our time together, my Red Hen family worker was very professional, welcoming and friendly. It was clear that she had a genuine passion for what she does and this made it easy for me to be open and transparent with her about anything and everything.

She supported myself and my son through various challenges during our time together, and I feel very grateful to have had her time and knowledge throughout!

She accompanied me to meetings with my son's school and a GP appointment, which made all the difference for me. I always felt listened to by her, and she gave kind words and encouragement when needed. During our time with The Red Hen Project, me and my son attended various activities/events such as Wild at the Park, Holiday lunches and a trip to Wicksteed Park. These opportunities kept my son entertained and gave me the chance to speak with other adults. With these things being cost-free, I did not have to worry about financial strain, which was a relief. Red Hen was able to help me with signposting and pointed me in the right direction regarding various things.

I would like to give a massive thank you to The Red Hen Project team! You have made such a difference and have impacted our lives in such a positive way!"

"Due to health reasons this year I have not been able to do much at all with my children over the summer, and it's been incredibly difficult. But a day out at Wicksteed Park was something I could do because I knew there would be help and support available if I needed it. My children sometimes struggle to play together due to the age gap and my eldest child being autistic. But going somewhere they can both enjoy themselves together helps to build their bond and give them positive memories of childhood despite the difficulties we face daily."

"When you're completely stuck in a rut, very unhappy and generally pouring your heart out, to get an amazing family worker, who turned out to be our fairy godmother, pushing for all the help and making the environment a better place for us all was amazing! A huge Thank you to Red Hen on our family's behalf."

"I had a lot of support from Red Hen since my children were small. They have supported me as I was struggling with parenting and mental health problems. I have attended the groups that was provided by Red Hen, and I felt that I was supported and I could talk to the family workers and staff anytime I was struggling. My children are older now, but I know that if I need any advice, I could contact Red Hen and they are always supportive. Red Hen is an amazing organisation, and I have observed how their support has made a difference for not only us but a lot of other families around the area. I also made friends and felt less isolated by attending the groups and trips provide by them. Thank you, Red Hen.

THE RED HEN PROJECT



Join the family! Support the future of Red Hen

- **DONATE** – a one-off, or even better, a regular donation to help secure our work
- **VOLUNTEER WITH US** – your time, skills, and expertise
- **FUND US** – we deliver impressive impact for grant givers, trusts, and foundations
- **PARTNER WITH US** - to make a difference to children and families in our community
- **COMMISSION OUR SERVICE** – to save money spent on more intensive intervention later

Get in touch to discuss to arrange a chat to explore how you or your organisation can join us making a difference to children's lives.

hello@redhenproject.org

THE RED HEN PROJECT

England & Wales - Charity number 1183845

Accounts

THE RED HEN PROJECT

supporting our community to raise happy, healthy, and independent children – working directly with families, promoting positive, confident parenting and cooperative relationships between schools and families



Annual Report & Accounts 2022-24

About Red Hen

Legal Status/Registration

Charity Registration Number:
1183845 (previously 1072190, formed 1998)

Registered Address:
North East Cambridge Charity Hub, Byron House, Cambridge Business Park
Cambridge, CB4 0WZ

Trustees

Lesley Ford (Chair)
Sara Garnham (Vice Chair)
Bobby Ford
Helen Skaer
Miranda Gomperts
Sophie Evans
Christopher Parsons
Liezel Hanley

CEO

Sarah Crick

Independent Examiner

Lisa King – Burdett King Accountancy Ltd
8 The Hamiltons, Newmarket, CB8 0NF

Bankers

Lloyds Bank, 125 Chesterton Rd,
Cambridge, CB4 3AU

Structure and Governance

The charity is governed by a constitution adopted in May 2019

The charity became a Charitable Incorporated Organisation (CIO) on 1st April 2020

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Other Relevant Information

Independent External Evaluation

Strategic Plan 2022-25

THE RED HEN PROJECT

2023-24 Impact Report



supporting our community to raise happy, healthy and independent children – working directly with children and families, promoting positive, confident parenting and cooperative relationships between families, schools and other services

more than **668** individuals have accessed Red Hen support





100%

- would seek support from Red Hen in the future if needed
- recommend other families getting support from Red Hen

intensively supported

153 children in 64 families

for on average

6 months

At first I was resistant to receive help but after a while it helped me do more with my family

Absolutely amazing

Easy, helpful

Brilliant!

Great

Good

Excellent

Very Good

Really good

Great, Gemma is very understanding, I was slightly sceptical about having a red hen family worker as I felt it came with a negative stigma, I have completely changed my outlook on this and I'm very glad I took the help

Amazing

Good

Good

Brilliant!

Fantastic

Amazing

Very pleasant

Brilliant

It's been great - had ups and downs but very much on top

Very Good

Wonderful and very useful

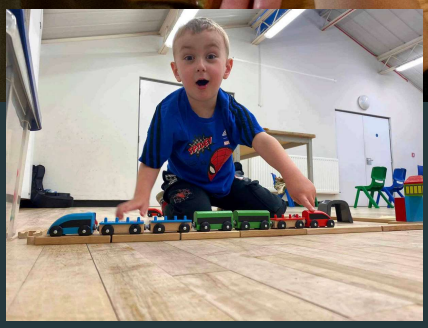
*comments from 2023-24 parent feedback question 'Overall, how was the experience of working with Red Hen been?

1289

visits to our weekly drop-ins







2500+

hours of open-access support, reducing isolation and building a resilient community

CHILDREN ARE HAPPIER IN SCHOOL, MORE CONFIDENT AND HAVE BETTER WELLBEING

FAMILIES REPORT CHILDREN

90% happier at school

93% confidence improving

98% better wellbeing



SCHOOLS REPORT IMPROVEMENT IN

96% emotional & physical wellbeing

95% confidence & self-esteem

leading to

CHILDREN HAVING INCREASED EMOTIONAL RESILIENCE, IMPROVED SCHOOL ATTENDANCE, AND ENGAGEMENT WITH EDUCATION, AND BETTER MENTAL HEALTH

PARENTS/CARERS HAVE BETTER WELLBEING, INCREASED PARENTING CONFIDENCE, IMPROVED UNDERSTANDING OF ADDITIONAL NEEDS OF THEIR CHILD(REN), AND BETTER PRACTICAL SKILLS (MONEY, WORK, ETC)

PARENTS REPORT IMPROVEMENT IN

70% access to resources that their family needs to get by

90% confidence in parenting

100% general confidence and wellbeing

98% parents report they understand better how to address their children's needs



leading to

BETTER ENGAGEMENT WITH COMMUNITY ACTIVITIES – INCLUDING AS VOLUNTEERS, INCREASED SENSE OF COMMUNITY & BETTER MENTAL HEALTH

FAMILIES FEEL LESS ISOLATED, ARE BETTER LINKED TO RIGHT SERVICES AND CONFIDENT TO ASK FOR HELP, HAVE IMPROVED RELATIONSHIPS, ACCESS MORE OPPORTUNITIES AND HAVE BETTER ACCESS TO RESOURCES



91% report 'finding it easier to talk to people like teachers, doctors, nurses, about my children's needs '

95% report 'family life is better' (50% strongly agree)

98% report 'feeling more able to find and get support for them and my family'

leading to

FAMILIES HAVING FEWER CRISES, RECEIVE THE RIGHT SUPPORT – INCLUDING TO MEET ADDITIONAL NEEDS, AND FAMILY LIFE IS BETTER

COMMUNITIES SEE INCREASED VOLUNTEERING, PARENTS ACTING AS POSITIVE ROLE MODELS, & BETTER RELATIONSHIPS WITHIN THE COMMUNITY

96% parents say they now know good parenting tips they can share with others

89% feel they can play a part in helping make this community a better place for children

79% feel more confident to help out in their community

20% of parents have volunteered their time



leading to

WIDER RANGE OF SERVICES & ACTIVITIES IN THE COMMUNITY BEING USED, FAMILIES BECOMING SOCIALLY AND POLITICALLY ACTIVE, REDUCTION IN ANTI-SOCIAL AND RISK-TAKING BEHAVIOUR

COMMISSIONERS & SERVICE PROVIDERS HAVE BETTER COORDINATED SERVICES AROUND FAMILIES, AND BETTER RELATIONSHIPS BETWEEN SERVICES AND FAMILIES

89%
of families report their relationship with their child's school is improving

90%
of families report they feel more able to cope if things go wrong

SCHOOLS REPORT IMPROVEMENT

93%
better coordinated support for family

100%
relations with teachers by child and family



leading to

REDUCTION IN NEED FOR HIGHER COST CRISIS SERVICES, SAVINGS TO THE PUBLIC PURSE, & INCREASED SOCIAL CAPITAL











100% SCHOOLS REPORT

agreed action taken by Red Hen was appropriate

and would seek support from Red Hen for children in their class in future if the need arose





"Red Hen has completed parenting course with mother. Child has had improved outcomes at school. Mum has been working hard to put into place the ideas Red Hen has given her with child at home. I have seen Mum's self-confidence grow, she has been going to the gym and is much more willingly to come and discuss any worries with school staff.
Thank you for all your great work with this family."

"Very pleased with the support the family have had. Mum seems much happier and settled and appears to have really turned it around. The daughter is now also talking more about childrens interests and not money, which seems to be her concern before.".

"I struggle to get out of bed, let alone the house, when I'm having a bad day. Whenever I struggled over the holidays my little one would bring the activities calendar Red Hen gave us over to me to see if we can get out and go and have some fun together. We ended up going to most of the events that they put on and even getting ready to leave the house to go became enjoyable.

I've seen her confidence grow massively over these weeks. She has tried so many new activities and skills with the Red Hen team by her side. She started the holidays reluctant to leave my side unless it was with a worker that she knew. By the end of it she was skipping off through Thetford Forest with her friends leaving us to run to catch up with them.

She was so nervous to start KS2 this year but the Red Hen family friends she made along the way all watched out for her all day on her first day and came running over to me at the end to tell me what she had been up to.

The support I have had as a parent has always been incredible. When I started Red Hen I was completely recluse and didn't talk to anyone. I was struggling mentally, financially and as a parent due to many events in my life. But with their help, I've finally found who I am again. I never thought I would go to groups and the idea alone would give me panic attacks. But now I'm always one of the first people to get to a Wednesday Wellbeing group. I made the most amazing friends along the way and that's all thanks to you! I am so much better now than when I first came to you but I always know that you would be the first people to help me in any way you can if life were to turn around again.

Thank you from the bottom of my heart ❤️"



Our Vision, Mission, Values and Outcomes

OUR VISION

A welcoming community where **families are supported and empowered to raise happy, healthy and independent children** who grow up to fulfil their lives and engage fully with society.

To achieve this vision, we support children aged 3-11, their families and communities in North Cambridge, **focusing** our attention on those **experiencing challenges** in their lives. We **promote** and **enable positive**, **confident parenting** and **cooperative relationships** between **families and schools** and **families**.

OUR VALUES

- We are **non-judgemental** and **respectful**
- We are **committed** for the **long term**
- We **value** our local **community**
- We are **kind** and **trustworthy**

For **children** and their **families**, this means we:

- are **warm** and **welcoming**
- don't judge and are **honest**
- **empower**, and help families **connect**
- stay with families **as long as needed**

For our local **communities** and **partners**, this means we:

- work in **partnership**
- are **honest** about what we can and can't do
- **value** and **protect** the **assets** in our communities

For our **staff** and **volunteers**, this means we:

- **listen** to one another and **share** ideas
- **value** teamwork and **invest** in our team
- are **inclusive** and strive for **diversity**
- **collaborate** within and outside the Red Hen Project

OUR SHORT & LONG TERM OUTCOMES

Children affected by poor wellbeing and engagement with learning and school, are **happier**, more **confident** and have **better wellbeing**. This, in turn, creates increased **emotional resilience** and **better mental health,** and **improved school attendance** and **engagement with education**

Families affected by poverty, stressed family relationships, isolation, and poor access to opportunities have **improved family relationships**, feel **less isolated**, access more **opportunities** and **resources** and are better **linked** to and **able to seek help**. This, in turn, leads to **fewer crises** and families receiving the **right support** - including meeting additional needs. **Family life is better.**

Parents who are struggling with children's needs, parenting challenges, poor wellbeing, and poor access to services have **increased parenting confidence** and a better understanding of the additional needs of their child(ren), better **wellbeing** and practical **skills** (work, money etc). This, in turn, creates an **increased sense of community** and **engagement** with it and improves **mental health.**

Communities affected by low inequality and socio-economic challenges see parents acting as positive **role models**, an increase in **volunteering** and **better relationships** within the community. This, in turn, creates an increase in **engagement**, families becoming **socially** and **politically active** and a **reduction** in **anti-social and risk-taking** behaviour

Overstretched **services and infrastructure** that struggle to engage some families and with high demand for costly crisis support see better so-ordinated services around families and relationships between families and services. This, in turn, leads to increased social capital and savings to the public purse by prevention of crises.

Our Achievements and Highlights

Our Work and Reach

We have reached over 668 individuals during this year – creating positive impact across our community.

In 2023-24, the needs within our community increased both in scale and complexity, with a range of diverse and interconnected issues affecting children's lives. Red Hen has been at the forefront, working closely with families to help them navigate and overcome the many challenges they face during these difficult times.

This reflects the national trend of rising poor mental health among both parents and children, increasing financial pressures on families, and incidents of domestic abuse. It also highlights the strain caused by reduced services and long waiting lists for specialised support, such as mental health care, social services, and assessments for additional needs. Additionally, lengthy waits for suitable housing are further exacerbating the mental and physical health struggles of families.

Our family workers have intensively supported 153 children in 64 families, delivering long-term one-to-one casework support for an average of 6 months.

We are proud to provide our family workers with the time they need to support families in addressing the root causes of challenges and creating real, lasting change. This dedicated time not only ensures better outcomes for families but also fosters a positive, motivated team. By prioritising the well-being of our staff, we help maintain high morale and avoid the burnout that can be common in emotionally demanding roles, enabling them to continue delivering exceptional care.

In addition to our intensive support, our community outreach program offers a variety of activities that contribute to positive outcomes and strengthen Red Hen's impact.

These activities provide practical and emotional support, such as personalised advice on parenting challenges, access to well-being drop-in sessions, assistance with fuel grants, and referrals to food banks. Families benefit from participating in parenting courses and joining summer trips and school holiday activities, all of which build resilience, foster community connections, and address immediate needs while promoting long-term well-being.

1289 visits were made to our four weekly drop-ins across North Cambridge, offering more than 2500 hours of open access support in a safe, non-judgmental environment where we reduce isolation and build resilience.

This 'wrap-around' outreach support is highly effective in identifying unmet needs, linking the families we are working with into their community, and continuing support as families move towards independence. Knowing that should a problem re-emerge, Red Hen is just a phone call or text message away, or they can pop into a drop-in for a chat, prevents issues from escalating into more serious crises.

Our Team

We are incredibly fortunate to have an outstanding team of dedicated individuals who continue to embody the values and ethos that have been at the heart of the organisation for the past 25 years.

Head of Service Delivery, **Rachel Bennett**, led the delivery team with exceptional skill and care over the year, ensuring the high-quality support for which we are known. Her leadership has been invaluable in overseeing and developing our services to meet the changing needs of our community.

Our family workers, **Maria David, Gemma Pavitt, Bec Kelly** and **Hilary Briley** are kind, non-judgemental and dedicated professionals, who advocate for, and support children and families, building confidence, independence and resilience in our community.

Project worker **Stacy Bainbridge** quickly proved to be an excellent addition to the team, supporting numerous families with great dedication, further strengthening our ability to provide vital assistance to the community.

Jen Rutter's focus on business engagement, community fundraising, grants and supporter stewardship has ensured we can fund our crucial work and grow our reach to more children and families. She is supported by **Paula Carter** who also coordinates our volunteer program alongside giving support to to the team, playing a key role in supporting the organisation across a multitude of areas, including finance.

Going above and beyond to help children and their families with kindness and passion throughout the year, our team ensure families are treated with dignity and compassion whilst building their confidence and supporting them to independence.

Our Partners

Our **schools** continue to play a crucial role in highlighting families that may benefit from support, but also joint working to improve the lives of children in our communities. Funding and staffing challenges in all schools mean our colleagues there face rising demands on limited resources. Our service offers some peace of mind to staff as we know the pressures increase, especially concerning child protection and safeguarding, playing an important part in their wellbeing and therefore staff retention.

Recognising that not all families can approach their school for help, our new referral routes are enabling us to support even more families, reducing the barriers to help. **Hundred Houses** have now completed over a year as a referral partner and we now have a busy and full caseload and are beginning to see some great results. We're also excited this year to have secured funding to start working alongside our two local **GP surgeries** with a small caseload.

As part of **CB4Ward** we have strengthened our partnership with **Cambridge Acorn Project**, with one of their therapists providing support to our Wednesday Wellbeing drop-in group.

Many new partnerships and joint projects have thrived this year. These have included joint course delivery with **Sew Positive**, poverty relief with **The Liberation Cycle**, improving the life of the whole family including pet care with **Woodgreen**,

We are particularly grateful to the support of **Cambridge Aid** and **Cambridge Community Nursing Trust** who help us provide a safety net to those living 'on the brink' of significant financial stress.

More than 70 other partnerships continue to strengthen the impact we make for children and families, as well as enable us to access help and advice, share our experience and best practices, and work together to create solutions to issues facing our community and partnerships to address challenges.

Our Strategic Plan 2022-25

Our strategic plan was launched at our 2022 AGM, and we continue delivering on its seven aims to:

- **protect and strengthen what we do best -** articulating our offer clearly, mapping out and protecting our capacity and nurturing partnerships
- **reach out to new children and families -** working to welcome new and diverse referrals and ensuring we continue to develop strong relationships with schools
- **have resilient, measured growth -** ensuring we have complete clarity about the costs of our work and raising funds strategically from a diverse income base
- **find ourselves a physical home in our community –** a fit-for-purpose space to engage with families
- **improve how we demonstrate and communicate our impact -** reviewing how we gather, analyse, use and share information about our impact
- **continue to invest in our staff and volunteers -** ensuring we have the sufficient staff capacity to deliver on this plan, including in "core" roles, and investing in our board of trustees
- **improve our external communications to raise our profile -** ensuring we are sharing the right information with the right people, especially about the impact and value of what we do

As we move into the final year of our strategy, we start thinking about the next chapter of our story. We invite everyone to respond to calls for involvement in that process.

Key Developments

CB4Ward, is a collaboration of four local charities (Blue Smile, Cambridge Acord Project, CPLS Mind and ourselves), supported by Fullscope and funded by Public Health. It aims to develop and test joint practice to achieve a more sustainable impact for CB4 families with 3–11-year-olds who face multiple challenges. Our central involvement means building on our expertise to do things differently for families that may have previously found the structure of services ineffective or disengaging. We are being inspired by the work of Hilary Cottam and the families we work with.

Our new **Evaluation Framework** is helping us find meaningful but proportionate ways to measure and demonstrate our impact. Still in the early stages of implementation, gathering baseline data from referrers, parents and where possible children, is helping, along with our use of the Family Plus Outcomes Star™, to show the journey and distance travelled by families working with us.

We are currently implementing a **Contact Management System (CRM)** which is improving our efficiency and effectiveness across the whole organisation. From taking referrals, recording case notes and logging safeguarding concerns to taking donations, processing Gift Aid claims, and tracking our grant applications it is helping every element of the charity's operations.

During the year we have also completed Cyber Essentials accreditation,

We have seen a significant rise in referrals of families with complex needs who want support for children with neurodivergence, often where parents are also struggling with their own neurodivergent traits. We have prioritised working with **Dr Sara Ireland from the Atrium Clinic** to develop and deliver a **four-module bespoke course** to equip and support the delivery team in supporting families, their own practice and the wellbeing of our team. Providing information about neurodivergence, diagnostic tools and assessments, this program has offered support in ways to positively communicate with schools, innovative activity ideas to try with families and the opportunity for clinical reflective practice on cases with Sara herself.

Our Thanks - funding and broader support

Cambridge continues to reflect stark contrasts of inequality, and over the past year, we've worked diligently to engage the generosity and support of the broader community and local businesses in and beyond the wards we serve. Rather than relying on a single funding source, we have successfully diversified our funding streams, ensuring more sustainable support for the future.

Our finance report highlights the contributions of our funders and donors—many of whom have requested anonymity—and we extend our heartfelt thanks to all. Particular thanks to

- **Cambridge City Council**, **Cambridge County Council, Global Charities** and the **Green Hat Foundation** for grant funding support
- Businesses including **Beam Group, Cadence, Dassault Systemes, Elica, Enterprise, ESG Robinson, Jack's Gelato, John Lewis, Waitrose, Turnstone and Conisbee** and **Savills**
- Groups and organisations such as the **Bourne Players, Cambridge Rotary Clubs, Hawk's Club, Masonic Trust, Reach Community Solar Farm** and **The Rudd Centre** who have all donated vital financial support to ensure we can continue to improve the lives of children locally.

We thank the organisations and individuals who have contributed their time, expertise and resources, often alongside financial support. Their belief in what we do and the help they give remain crucial to our survival.

Our finance report outlines thanks to our supporters, fundraisers and donors, too many to mention individually, and many have requested anonymity.

Particular thanks to the following special friends

- **Neil Bharadwa** and the incredible customers of **Cambridge Fruit Company**
- The **Bradfield Centre** for gifting us membership of their co-working space
- **Cambridge Bikers** Christmas Toy Run for their donations of Christmas presents
- **Hilary Duncan**, our incredible volunteer who supports our budget cookery program
- Local software company **Elica** for both their kind donations and our own office space at their base in Histon
- **Penny Heath** for choosing to support us through her incredible fundraising efforts
- **Jesus College** for their partnership, including the use of their grounds for events

Huge gratitude goes to our growing family of regular donors who provide a critical backbone of support for the charity, enabling us to plan and build our capabilities and services to meet the needs of more children.

Governance

Charitable Objects

The **charitable objects** of the charity as set out in our new Constitution, are

To advance the education and development of children and their parents/carers in North Cambridge by providing support, activities and services designed to

- develop the capabilities, competencies, skills and understanding of parents/carers
- support children and families facing emotional and behavioural challenges
- reduce the number of children and families with emotional and behavioural challenges
- improve school attendance and educational performance
- increase empowerment and participation of hard-to-reach families
- improve social integration, access, and participation in the community

Powers and delegations

The Board of Trustees holds all the charity's powers and authorities. It is ultimately responsible for the charity's overall control and strategic direction and protection of its assets. Day-to-day running of the charity is the responsibility of the CEO, Sarah Crick.

The Trustees of the charity are appointed by the Board and are representative of our community, our families, and our schools, and they met four times during 2023-24. Trustees are re-elected annually at the AGM unless they choose not to stand for re-election. Our quorum is two, or the number nearest to a third of the total trustees, whichever is greatest. The names of Trustees served during the year are listed on page 2.

New Trustees attend an initial meeting where they are provided with a full report on the charity's activities and their roles and responsibilities as Trustees. Trustees are encouraged to call meetings of Trustees whenever they feel it is necessary to discuss any issues that arise. Ongoing training is available as needed.

Statement of responsibilities of the Trustees

Red Hen's Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations. The Trustees review and agree financial statements for each financial year which give a true and fair view of the state of the affairs of the charity.

The Trustees are responsible for ensuring the employees of the charity maintain proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charity Commission's requirements.

The Trustees 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.

Statement of Public Benefit

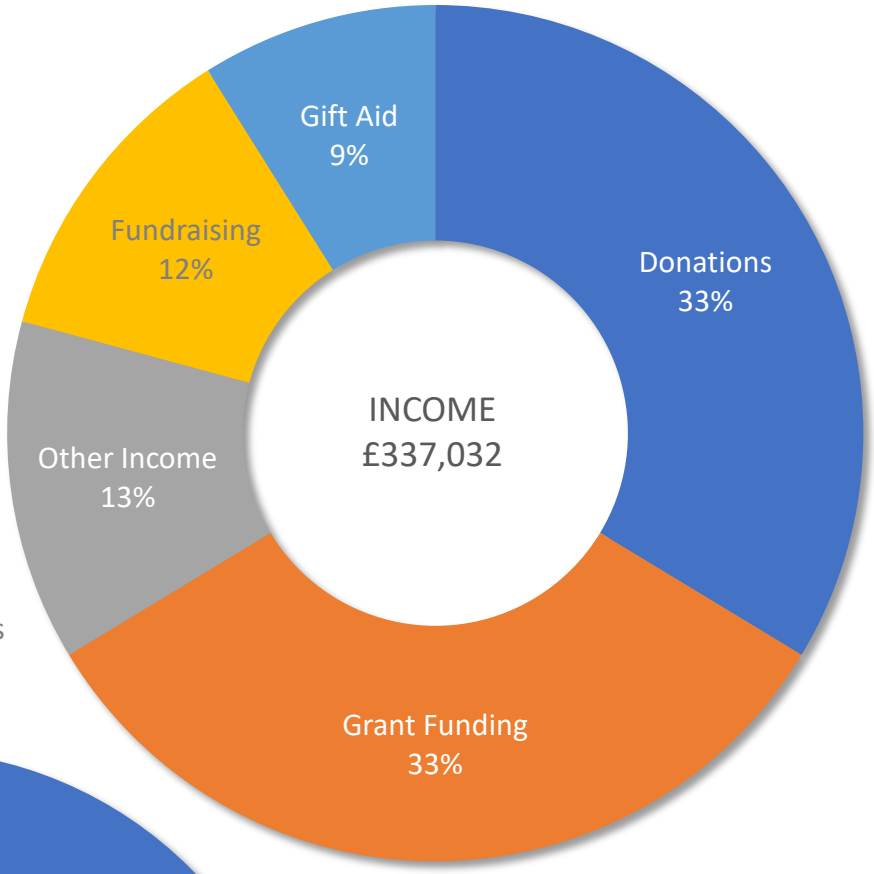
The Trustees confirm that they have complied with the duty in the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'. That guidance addresses the need for all charities' aims to be demonstrably for the public benefit.

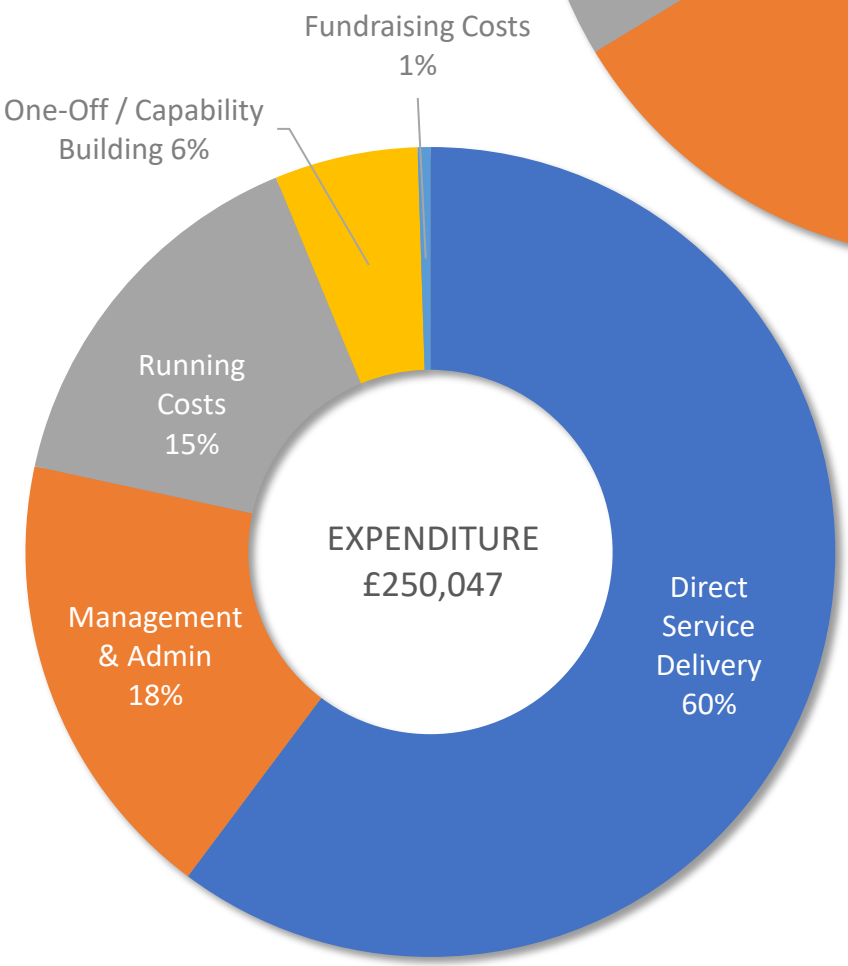
The Red Hen Project addresses its objectives by providing early intervention in the form of intensive family work, complemented by a range of outreach support designed to support children and families on their journey to independence. This report highlights the achievements of this work over the year.

We aim to help children and families experiencing challenges and disadvantages in our community. No person is excluded on the grounds of race, religion, gender, sexual orientation or social position.

THE RED HEN PROJECT

Annual Finance Report & Accounts 2023/24





Governance

As the Charity has evolved, it has also improved its governance arrangements. The Finance and Risk Sub-Committee reviews the Charity's financial performance, strategy, and risk profile on a quarterly basis.

As the Charity has evolved, so has the complexity of the finances; this continues to be reflected in the financial statements within this report and in future annual accounts. The Charity prepares its accounts on an accrual basis.

Accounts for the financial year ended 31 March 2024 are available for inspection.

Year-end position

Income	£337,031
Expenditure	(£250,047)
The in-year surplus was	**£86.984**
With the 2022/23 carry forward, we ended the year with an overall balance to be carried forward as of 31 March 2024 of	**£202,812**

In the year ending 31 March 24, our year-end outturn was £96,000 better than we had planned.

This success is due to our investment in fundraising and raising awareness of the impact of our work which led to us achieving just over £82,000 more income than budgeted, along with a modest underspend.

We started the financial year with a deficit budget, planning to use unrestricted surplus funds to invest in our capacity following a strategic review that highlighted several under-resourced areas.

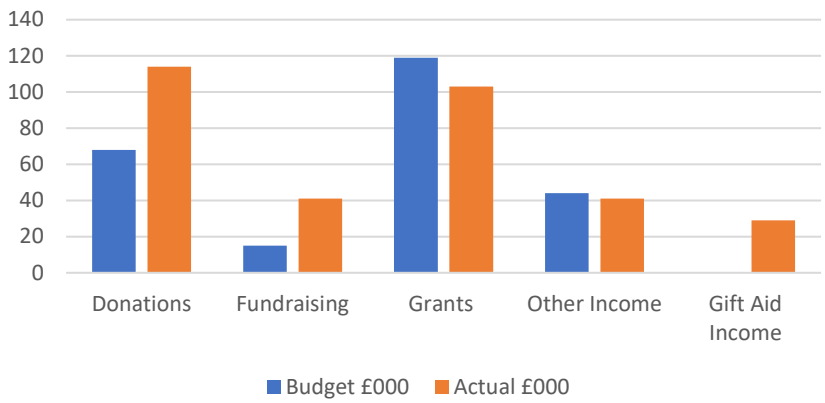
As part of the details provided within the financial statements, we have shown the balances brought forward as unrestricted and restricted. The movement between unrestricted and designated funds is in line with the designated funds policy.

Income

The difference between the original income budget and the year-end position is due mainly to:

- £35,000 in two large, unexpected donations (£10,000 and £25,000) received in the last quarter of the financial year
- New fundraising with the Rotary Club (£7,000) and the Christmas appeal (£10,000) following the successful recruitment of a funding officer
- Backdated gift aid relating to the previous 4 years (£29,000).

Income: plan and actual 2023-24



Our drive to diversify our income streams continues with more than 52% of these unrestricted sources of income.

Many thanks to those who granted and donated funds so generously; please see the end of the report for more details.

This income meant we were able to continue to provide support to families experiencing complex challenges.

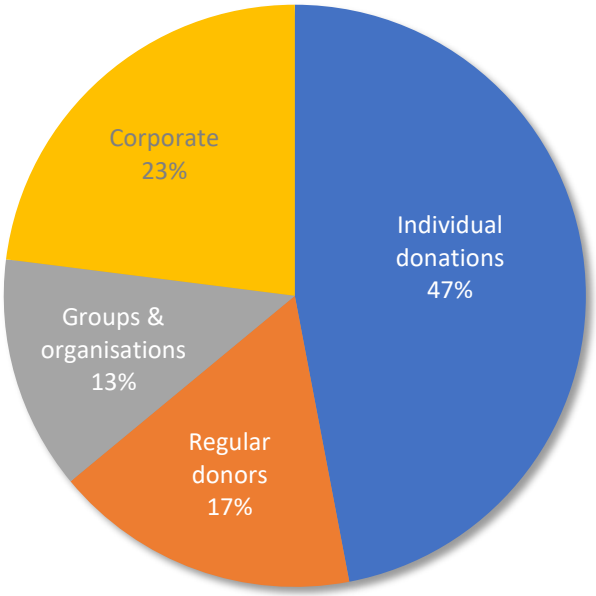
Referrer contributions

Our schools continue to face huge pressures on their budgets, but in recognition of the value of our work and the funding constraints we face as a charity, our schools have continued contributing towards the costs of the service they receive. Our newest school increased their caseload significantly soon after starting the partnership due to the value it found in our service.

We also welcomed a new partnership with Hundred Houses, a social housing provider. Their new referral stream is now fully utilised, and they can offer a unique and valuable service to their tenant families in the CB4 postcode.

Grant funders

We are grateful to have received grants from several funders, including Cambridge City Council, Cambridgeshire County Council, Cole Charitable Trust, Global Charities and the Warwick and Dominey Fund at Cambridgeshire Community Foundation.



Donations

This financial year we have received more than £72,000 from individual supporters, £19,800 of this was from supporters giving regularly. These funds have been crucial to allowing us to embark on numerous initiatives that have aided children and families in the community through this challenging time.

Close to £15,000 has been received in donations from groups and organisations, including our local Masonic Charitable Trust, The Hawks Club, The Rudd Centre, Reach Community Solar Farm, Rosmarinus, St Benet's Church, St John's Church Orchard Park and ESG Robinson.

Fundraising

Our own fundraising events included a team running the Cambridge Half Marathon, and our trustees organising a 25k on Jesus Green. Red Hen family workers organised both a Zumbathon and prize bingo and our Head of Service Delivery raised funds for the charity and Breast Cancer UK by completing the Three Peaks following her successful cancer treatment.

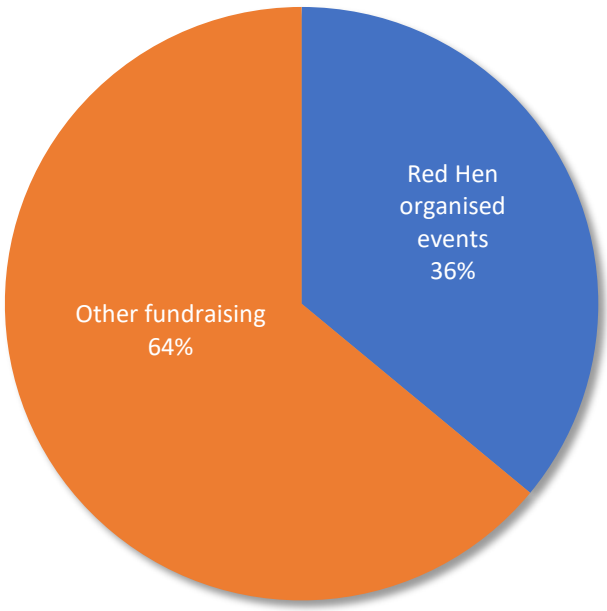
A range of other fundraising activities have taken place, including those with our active involvement and unexpected gifts from others undertaking activities independently.

Rotary Club of Cambridge raised £6,800 through fundraising activities, the Bourne Players chose us as their charity for their Christmas show, and the Turnstone & Conisbee quiz raised much-needed funds.

Cambridge New Singers chose us as their charity of the year and supported us through collections at concerts over the year, plus both Vocal Remix and Accord Choir put on fundraising concerts for our benefit.

Great value was received from these activities, taking us into communities where we may have had little presence previously and, therefore, enabling us to reach new potential supporters.

A wide range of other fundraising activities were undertaken throughout the year, including by Abcam, ARM, The Haymakers, Marks & Spencer, Savills and Sanofi.



Grants for individuals

We continue to apply for and distribute funds to individual families experiencing hardship. We are particularly grateful to Cambridge Aid and Cambridge Community Nursing Trust, along with other niche funders.

Expenditure

This year's expenditure has been kept within the overall budget, finishing the year spending £12k less than planned.

This underspend was due to careful management of costs in difficult times, with some delayed expenditure. Savings in staff costs due to recruitment cycles offset the following additional costs (several non-recurrent).

Managing new risks

- Compliance for new staff, including training (safeguarding and first aid) and DBS checks (£1,000)
- Implementation of Cyber Essentials to reduce risk of cyber-crime (£2,500)
- Development and implementation of the Contact Management System (£6,000) for the more effective management of the charity's casework, monitoring of safeguarding, reporting of impact and donor stewardship

Skills development

- Bespoke neurodiversity and special educational needs training (£6,500) to meet the recognised needs of the current caseload

Delivering to meet increased need

- Courses for parents (£2,000)
- Grants for individual families (£2,000)
- The supply of Christmas dinners from funds raised in the Christmas Appeal (£5,000)

Reserves and designated funds

Purpose

The Red Hen Project holds reserves to ensure the continuation of its services, meet its charitable aims and objectives, and meet financial commitments in the event of unforeseen events. These funds are split between reserves and designated funds.

Reserves

The Charity aims to hold sufficient reserves to cover operating costs for three months in the event of a significant reduction in income. This would allow family casework to be completed or passed on to appropriate support.

The reserves provide the project with adequate financial stability and the means to meet its charitable objectives for the foreseeable future.

Designated funds

Designated funds are unrestricted funds that have been earmarked for a specific purpose. The Board of Trustees has approved a designated funds policy. The policy has several areas identified by the Trustees as exciting opportunities for future growth of the Charity's work. These can be found in note 7 in the annual accounts.

The Red Hen Project's reserves and designated funds position as at 31 March 2024 is as follows:

Unrestricted funds:	Reserves	£80,000
	Designated Funds:	
	Core Family Work	£51,000
	Drop-In Groups	£24,000
	Poverty Relief Project	£18,000
	Summer trips & Parenting Courses	£5,000
	Premises Fund	£5,000
	General Funds	£16,233
Total funds		**£195,247**

THE RED HEN PROJECT

The Red Hen Project
51 Cambridge Road
Milton
CAMBRIDGE
CB24 6AW

Lisa King
Burdett King Accountancy Limited
8 The Hamiltons
Newmarket
CB8 0NF

26 May 2024

Dear Lisa

Letter of representation

The following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience such as we consider necessary in connection with your report on the charity's financial statements for the year ended 31 March 2024. These enquiries have included inspection of supporting documentation where appropriate. All representations are made to the best of our knowledge and belief.

GENERAL

1. We acknowledge that the work performed by you is substantially less in scope than an audit performed in accordance with International Standards on Auditing (UK and Ireland) and that you do not express an audit opinion.
2. We confirm that the charity was entitled to exemption under section 144 of the Charities Act the requirement to have its financial statements for the financial year ended 31 March 2024 audited.
3. We have fulfilled our responsibilities as trustees as set out in the terms of your engagement letter dated Charities Act 2011, for preparing financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice), for being satisfied that they give a true and fair view.
4. All the transactions undertaken by the charity have been properly reflected and recorded in the accounting records.
5. All the accounting records and related financial information, including minutes of all management and trustee meetings and correspondence with The Charity Commission have been made available to you for the purpose of your work.

LOANS AND ARRANGEMENTS

6. The charity has not granted any advances or credits to, or made guarantees on behalf of, trustee other than those disclosed in the financial statements.

LEGAL CLAIMS

7. We have disclosed to you all claims in connection with litigation that have been, or are expected to be, received and such matters, as appropriate, have been properly accounted for and disclosed as applicable in the financial statements.

LAWS AND REGULATIONS

8 We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.

RELATED PARTIES

9 Related party relationships and transactions have been appropriately accounted for and disclosed as applicable in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with the requirements of charity law or accounting standards.

SUBSEQUENT EVENTS

10 All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed as applicable.

GOING CONCERN

11 We believe that the charity's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the charity's needs. We have considered a period of twelve months from the date of approval of the financial statements. We believe that no further disclosures relating to the charity's ability to continue as a going concern need to me made in the financial statements.

GRANTS AND DONATIONS

12 All grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such income.

As minuted by the trustees at their meeting on 23 May 2024.



Lesley Ford, Chair of Trustees

Independent Examiner's Report to the Trustees of The Red Hen Project

I report on the accounts of the charity for the year ended 31 March 2024.

Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

1 which gives me reasonable cause to believe that, in any material respect, the requirements:

- to keep accounting records in accordance with section 130 of the 2011 Act; and
- to prepare accounts which accord with the accounting records and comply with the accounting requirements of the 2011 Act

have not been met; or

2 to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Lisa King

Burdett King Accountancy Limited
8 The Hamiltons, Newmarket. CB8 0NF
Tel: 07825 317323 Email: lisa@burdettkingaccountancy.co.uk

Burdett King Accountancy Limited is registered in England and Wales, company registration number 8571664.
Registered Office: 8 The Hamiltons, Newmarket. CB8 0NF. Registered with the Chartered Association of Certified Accountants.

THE RED HEN PROJECT
CHARITY No: 1183845
Year ended : 31 March 2024

RECEIPTS AND PAYMENTS ACCOUNT	Notes	2024 Unrestricted Funds £	2024 Restricted Funds £	2024 **Total Funds £**	2023 Total Funds £
RECEIPTS					
Donations	2.	97,580	15,926	**113,506**	67,925
Fundraising		35,527	5,863	**41,390**	11,551
Grant funding	3.		110,707	**110,707**	27,467
Grants for individuals	4.		1,825	**1,825**	2,279
Interest received		991		**991**	157
Referrer contributions			39,500	**39,500**	26,000
Other income		29,112		**29,112**	-
		163,210	173,821	**337,031**	135,380
PAYMENTS					
Allocated individual grants		41	2,909	**2,950**	3,838
Clinical supervision			1,333	**1,333**	-
Drop in groups & courses		5	5,630	**5,635**	2,908
Family work resources			1,851	**1,851**	333
Family workers			85,714	**85,714**	88,043
Project spends		18	11,944	**11,962**	7,217
Project workers			31,978	**31,978**	23,045
Room hire		38	2,946	**2,984**	4,165
Telephones		727	240	**967**	1,276
Travel & subsistence		120	1,430	**1,550**	2,519
Fundraising costs		520		**520**	1,066
Insurance & compliance		1,654	375	**2,029**	544
IT, office equipment & depreciation		3,219		**3,219**	286
Marketing costs		870	150	**1,020**	-
Memberships		434		**434**	60
Subscriptions (software & IT support)		8,261		**8,261**	3,752
Miscellaneous & governance		1,936		**1,936**	670
Volunteering			3,157	**3,157**	-
Premises		6,667		**6,667**	1,925
Professional fees (bookkeeping & payroll)		13,050		**13,050**	7,000
Consultancy fees		4,700	2,000	**6,700**	3,974
Management and admin salaries		27,178	20,994	**48,171**	26,397
Stationery and postage		480	15	**495**	1,327
Training		7,375	90	**7,465**	1,065
		77,292	172,755	**250,047**	181,409
Surplus/(deficit) for the year		85,918	1,066	**86,984**	(46,030)
Accumulated reserves brought forward		113,315	2,513	**115,828**	161,858
Transfers between funds		(3,985)	3,985	**-**	-
Accumulated reserves carried forward		195,247	7,565	**202,812**	115,828

BALANCE SHEET	Notes	2024 **£**	2023 £
Fixed assets		**1,176**	999
Treasurer's account		**114,766**	45,249
Business account		**83,840**	82,956
Equals Money		**565**	-
Petty Cash		**10**	157
Debtors		**7,832**	29,832
Outstanding invoices		**(1,942)**	(3,320)
Payroll / pension / PAYE/NI		**(3,435)**	(2,213)
Deferred Income	5.	**-**	(37,833)
		202,812	115,828

The accounts were approved by the trustees on 8 August 2024 and signed on their behalf by:

Chair Lesley Ford (Oct 18, 2024 12:23 GMT+1) ..... Lesley Ford Chair of Finance & Risk Sub-Committee C.A. Parsons ..... Christopher Parsons

THE RED HEN PROJECT
CHARITY No: 1183845
Year ended : 31 March 2024

Notes

1. Accounting policies

(a) Basis of preparation and assessment of going concern

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the second edition of the Charities Statement of Recommended Practice issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

(b) Funds structure

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or trust deed. Unrestricted income funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

(c) Income recognition

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably. Donations, are recognised when the Charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period. Legacy gifts are recognised on a case by case basis following the granting of probate when the administrator/executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title to the asset having been transferred to the charity.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

(d) Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated or apportioned to the applicable expenditure headings. Grants payable are payments made to third parties in the furtherance of the charitable objects of the Charity. In the case of an unconditional grant offer this is accrued once the recipient has been notified of the grant award.

2. Donations and Fundraising

	2024 Unrestricted Funds £	2024 Restricted Funds £	**2024 Total Funds £**	2023 Total Funds £
Beam Group	1,419		**1,419**	
Bourne Players	1,075		**1,075**	
Cadence	2,800		**2,800**	
City & University of Cambridge Masonic Charitable Trust	3,000		**3,000**	
D & C Long	10,000		**10,000**	
Dassault Systemes	3,480		**3,480**	
E Kessler	1,000		**1,000**	
Enterprise Holdings	2,500		**2,500**	
ESG Robinson	1,000		**1,000**	
I Sutcliffe	1,500		**1,500**	
Jack's Gelato	1,500		**1,500**	
John Lewis & Waitrose	2,722		**2,722**	
K Shakir-Khalil	25,000		**25,000**	
Reach Community Solar Farm	2,000		**2,000**	
Rosmarinus Charitable Trust	1,750		**1,750**	
Rotary Club of Cambridge	6,800		**6,800**	
St Benet's Church	1,279		**1,279**	
The Hawks' Club (University of Cambridge)	1,000		**1,000**	
The Rudd Centre (University of Cambridge)	1,000		**1,000**	
Turnstone & Conisbee	1,473		**1,473**	
Annoymous, regular and less than £1,000	84,071		**84,071**	
	154,896	-	**154,896**	79,476

3. Grants

	2024
	£
Bentley Advancing Life Change	**500**
Cambridge Community Foundation - Warwick and Dominey Fund	**2,520**
Cambridge City Council - Community Grant (Poverty)	**15,000**
Cambridge City Council - Community Grant (Drop-Ins)	**5,000**
Cambridge City Council - Area Grant (Summer Trips)	**2,354**
Cambridgeshire County Council - Public Health - (Drop-ins) - *Deferred from 22/23*	**18,333**
Cambridgeshire County Council - Cultivate Grant	**15,000**
Cole Charitable Trust	**1,000**
Fullscope (Cambridgeshire County Council - Public Health Grant)	**1,000**
Green Hat - *Deferred from 22/23*	**10,000**
Global Charities	**39,000**
Tesco (Groundworks)	**1,000**
	110,707

4. Grants for individuals We applied and received funds for individual families from the following grant-giving organisations during during the year:

	2024	2023
	£	£
Cambridge Aid	**1,383**	2,000
Cambridge Community Nursing Trust	**375**	90
Radley Charitable Trust	**-**	189
Other	**67**	-
	1,825	2,279

5. Deferred income

		2024
		£
Deferred income brought forward		**37,833**
Income received in 22/23 and deferred to 23/24:		
- Cambridgeshire County Council - Public Health	-18,333	
- Green Hat Foundation	-10,000	
- Hundred Houses Society (HHS)	-9,500	
		-37,833
Deferred income carried forward @ 31/03/2024		**-**

6. Projects

Projects funded from a variety of sources and funds (restricted, designated & unrestricted).
Core staff costs and overheads are often not included in Project, or only covered in part.

	Opening Balances @ 1/04/2023	Total Income (Grants & Donations)	Total Expenditure	(Over)/Under Balance @ 31/03/2024
	£	£	£	£
Back to School Appeal (a)	225	0	(132)	93
Summer Trips* (b)	-	6,860	(6,860)	-
Club Cook (c)	434	6,485	(1,111)	5,807
Cultivate Project* (d)	-	22,234	(22,234)	-
Finally Friday (e)	-	2,446	(2,446)	
Ley's Extra Curricular Fund (f)	598	-	(186)	412
Mathworks Cosy Xmas Fund (g)	520	-	(481)	39
Original FW Project (h) *	-	73,755	(73,755)	-
Poverty Relief Project (i) *	-	33,518	(33,518)	-
Raising Children (j) *	-	3,686	(3,686)	-
Red Hen Crisis Fund (k)	537	599	(41)	1,095
Stella's Food Fund (l)	159	-	(40)	119
Tuesday Tea & Toast (m) *	-	7,453	(7,453)	-
Thursday Drop-In (n) *	-	7,816	(7,816)	-
Wednesday Wellbeing (o) *	-	7,883	(7,883)	-
Winter Food & Fuel - South (p)	40	-	(40)	-
	2,513	172,735	(167,683)	7,565

(a) Fund created by donation from Beam Group
(b) Part-funded by Cambridge City Council alongside donations from Beam Group and Dassault Systemes*
(c) Part-funded by Tesco and Co-op
(d) Part-funded by Cambridgeshire County Council, plus donations from Elica and St John's Church - Orchard Park *
(e) Part-funded by Cambridge County Council - Public Health
(f) Fund created by donation from The Ley's School by Mathworks
(g) Fund created by fundraising by Mathworks
(h) Part-funded by Global Charities, Green Hat Foundation and ESG Robinson *
(i) Part-funded by Cambridge City Council, Reach Community Solar Farm and Cole Charitable Trust *
(j) Part-funded by Warwick & Dominey Fund via Cambridge Community Foundation and the Masonic Trust *
(k) Fund created by fundraising at Arbury Carnival
(l) Fund created by fundraising by Stella Mills
(m) Part-funded by Cambridge County Council - Public Health alongside donated funds from John Lewis *
(n) Part-funded by Cambridge County Council - Public Health alongside donated funds from Mills & Reeve *
(o) Part-funded by Cambridge County Council - Public Health alongside donated funds from Jacks Gelato *
(p) Fund distributed on behalf Cambridgeshire County Council

* In most cases internal project deficits are not carried forward to the following year, instead the shortfall is taken from unrestricted funds, where available.

7. Movement in funds

There has been movement in unrestricted funds in order to meet our reserves level and to support our designated funds policy. Designated funds have been put in place by the board for specific, time-limited purposes.

	@ 1/04/23	Net movement in funds	Transfers between funds	@ 31/03/24
	£	£	£	£
Unrestricted Funds				
General funds	1,027	85,918	(70,712)	**16,233**
Designated Funds				
- Core family work	3,428	-	47,572	**51,000**
- Drop-In Groups	-	-	24,000	**24,000**
- Poverty relief project	9,000	-	9,000	**18,000**
- Summer Trips & Parenting Course	-	-	5,000	**5,000**
- Future office/storage costs	5,000	-	-	**5,000**
- Transformational funds	29,000	-	(29,000)	**-**
- Reserves	65,860	-	14,140	**80,000**
Restricted Funds	2,513	1,066	3,985	**7,565**
Total Funds	115,828	86,984	-	**202,812**

THE RED HEN PROJECT

England & Wales - Charity number 1183845

Accounts

THE RED HEN PROJECT

supporting our community to raise happy, healthy, and independent children – working directly with families, promoting positive, confident parenting and cooperative relationships between schools and families



Annual Report & Accounts 2022-23

About Red Hen

Legal Status/Registration

Charity Registration Number:
1183845 (previously 1072190, formed 1998)

Registered Address:
51 Cambridge Road, Milton, Cambridge, CB4 6AW

Trustees

Lesley Ford (Chair)
Sara Garnham (Vice Chair)
Kirsty Cooke (Secretary)
Bobby Ford
Helen Skaer
Miranda Gomperts
Sophie Evans

CEO

Sarah Crick

Independent Examiner

Lisa King – Burdett King Accountancy Ltd
8 The Hamiltons, Newmarket, CB8 0NF

Bankers

Lloyds Bank, 125 Chesterton Rd, Cambridge, CB4 3AU

Structure and Governance

The charity is governed by a constitution adopted on May 2019

The charity became a Charitable Incorporated Organisation (CIO) on 1st April 2020

Contents

- Our 2022-23 Impact Report
- Our Vision, Values and Outcomes
- Our Theory of Change
- Our Achievements & Highlights
- Our Thanks
- Our Governance
- Finance Report & Annual Accounts

Other Relevant Information

Independent External Evaluation

Strategic Plan 2022-25

2022–23 IMPACT

Our skilled, experienced and trusted family workers worked 121 with families to

intensively support

177 children

in **79** families



for on average

8 months

100%

- **feel more confident in finding and getting support for themselves and their family**
- **would seek support from Red Hen in the future if needed**
- **recommend other families getting support from Red Hen**

96%

- confidence in parenting their children is better, or much better
- feel less isolated and have more links in their community
- feel more able to cope when/if things go wrong



Familys' experience of working with Red Hen*

* every comment from 2022-23 parent feedback

Really Good

Excellent

Wonderful

Really good and would love to have continued if we didn't move

Amazing

Very good, they are very friendly and helpful

Really Good

Brilliant - 10 out of 10

Excellent! My family worker makes meetings fun and enjoyable

Perfect

Amazing!

Delightful

Wonderful

Brilliant

Good

Would have been lost without it, so 100% wonderful

Very supportive to me any my family

Excellent. Very clear about what was doable, happy to roll up sleeves and help with specific things I needed

Very good

Amazing, my family worker is very helpful, kind, patient and friendly person. I also trusted her with my problems and never felt judged.

Brilliant

My worker helped me and supported me and my daughters in a very difficult time (lost father and husband)

Exceptional

Our four drop-ins across CB4 provided

116 drop-in sessions

232 hours of support

1162 individual visits to drop-in

18 volunteers delivered

275 hours of support

we have provided over

1128 support activities

through our outreach programs

parents/carers report improvement in

- 82% behaviour at home & confidence
- 81% attitude to school
- 77% emotional resilience

91%

- report improvement in general confidence and wellbeing
- doing more together as a family

SCHOOLS REPORT

100% report improved relations with teachers by child and family

100% of children have **improved**

- confidence
- attendance & punctuality
- emotional & physical wellbeing

How Red Hen has helped...

...has helped changed our family into a positive family who are all happy and content now. I felt very lost and unsure what to do before her help.

Gave me the confidence to admit I am in an abusive and destructive relationship

[My family worker] helped with a number of things within our family, we completed the parenting course together, took part in a few activities, she helped me gain confidence to go for a job I'd of never even applied for before & the main point I want to make is she was there for us as someone to talk to which we appreciate so much!

Help with school problems - Help us manage our money

Helped me resolve my problems, be more organised, better educated, more productive, motivated and confident

[My Red Hen famuily worker] has helped us so much, not only with emotional and parenting support, but with financial too. She was able to get funding for a few things we were struggling with, including a bed for our daughter when hers broke and we couldn't afford a new one, and Red Hen has also funded some dance classes for her, which has really boosted her confidence... .Without [her] and Red Hen, this last year or two, would have been a whole different world for us. We were at breaking point, and the wonderful [family worker] stepped in and fixed the broken pieces, renewed our confidence as parents, and got us back on track with life in general. So many positive changes have happened, and we are forever grateful for the kindness and support we've received.
We're looking forward to volunteering our time to Red Hen too, to give back to a fantastic team of people, making a huge difference to Cambridge families! Thank you all, so very much.

She helped me discover new ways to help my son with his daily struggles and make his days a lot more structured

Supported me where needed, gave me confidence to handle things the right way, gave me hope. I am now in a much better place and feel a lot happier in myself

Our school partners...

This was a complex case with multiple intrinsic layers.
[Red Hen] worked successfully in building the relationship with the family. A referral was made to Young carers.....and a project worker has visited him in school. Both [children] attended after-school clubs - liaising with another parent to bring the boys home after clubs. {Stepfather} has been attending the Red Hen Raising Children Course, which has been a huge step forward. {Mother} enjoyed the visits; she is progressing at her own pace. [She] is aware that she can call/text any time if she needs further advice/support. Thank You for all the work with this family.

[Red Hen] supported this family with managing children's behaviours, rewards and toileting issues. [The family worker] worked really hard at gaining [mother's] trust and worked hard to support her accessing MH support..... [Red Hen]'s support with this family has been invaluable, as [mum's] relationship with school had broken down.
Through Red Hen's support, [her] self-esteem and self-confidence grew. This resulted in her feeling empowered and enabled her to make a huge decision for herself and her children.
We are very thankful that Red Hen built up this supportive, trusting relationship with this family, as it has literally been life-changing for them! Thank you!

Our Vision, Mission, Values and Outcomes

OUR VISION

A welcoming community where **families are supported and empowered to raise happy, healthy and independent children** who grow up to fulfil their lives and engage fully with society.

To achieve this vision, we support children aged 3-11, their families and communities in North Cambridge, **focusing** our attention on those **experiencing challenges** in their lives. We **promote** and **enable positive**, **confident parenting** and **cooperative relationships** between **schools** and **families**.

OUR VALUES

- We are **non-judgemental** and **respectful**
- We are **committed** for the **long term**
- We **value** our local **community**
- We are **kind** and **trustworthy**

For **children** and their **families,** this means we:

- are **warm** and **welcoming**
- don't judge and are **honest**
- **empower**, and help families **connect**
- stay with families **as long as needed**

For our local **communities** and **partners,** this means we:

- work in **partnership**
- are **honest** about what we can and can't do
- **value** and **protect** the **assets** in our communities

For our **staff** and **volunteers,** this means we:

- **listen** to one another and **share** ideas
- **value** teamwork and **invest** in our team
- are **inclusive** and strive for **diversity**
- **collaborate** within and outside the Red Hen Project

OUR SHORT & LONG TERM OUTCOMES

Children affected by poor wellbeing and engagement with learning and school, are **happier**, more **confident** and have **better wellbeing**. This, in turn, creates increased **emotional resilience** and **better mental health,** and **improved school attendance** and **engagement with education**

Families affected by poverty, stressed family relationships, isolation, and poor access to opportunities have **improved family relationships**, feel **less isolated**, access more **opportunities** and **resources** and are better **linked** to and **able to seek help**. This, in turn, leads to **fewer crises** and families receiving the **right support** - including meeting additional needs. **Family life is better.**

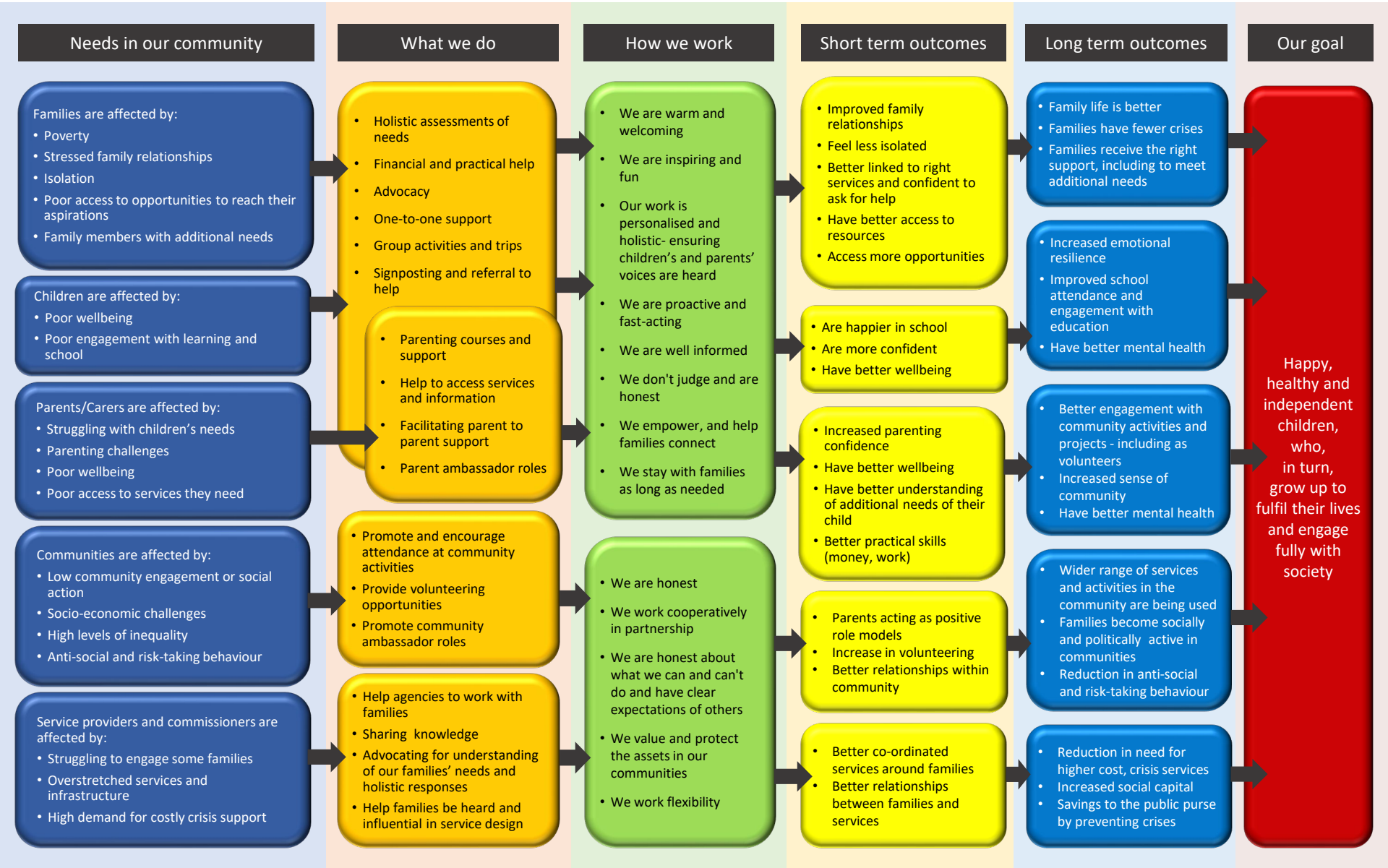
Parents who are struggling with children's needs, parenting challenges, poor wellbeing, and poor access to services have **increased parenting confidence** and a better understanding of the additional needs of their child(ren), better **wellbeing** and practical **skills** (work, money etc). This, in turn, creates an **increased sense of community** and **engagement** with it and improves **mental health.**

Communities affected by low inequality and socio-economic challenges see parents acting as positive **role models**, an increase in **volunteering** and **better relationships** within the community. This, in turn, creates an increase in **engagement**, families becoming **socially** and **politically active** and a **reduction** in **anti-social and risk-taking** behaviour

Overstretched **services and infrastructure** that struggle to engage some families and with high demand for costly crisis support see better so-ordinated services around families and relationships between families and services. This, in turn, leads to increased social capital and savings to the public purse by prevention of crises.

Our Theory of Change

THE RED HEN PROJECT



Our Achievements and Highlights

Our work and reach

Life for the children and families we support is challenging. 2022-23 saw a need in our community grow in both quantity and complexity, with a multitude of varied and often interlinked issues impacting lives. Red Hen has been at the coal face and working alongside families as the true impact of the pandemic lockdowns emerged, and the following cost of living crisis hit.

177 children in 79 families received long-term casework support from a Red Hen family worker for on average 8 months during this year.

This year has seen the average length of time we work intensively with a family rise to, on average, eight months. This is a local reflection of the increase we see nationally in the poor mental health of both parents and children, the financial challenges families face and domestic abuse. It also is a symptom of the reduced services and long waiting lists for more specialised support of all kinds, including mental health, social care, and diagnosis of additional needs. We also see long waits for appropriate housing impacting the mental health of families.

We have been able to give our family workers time to support families to tackle the underlying causes of issues and make real, lasting change. Having this time is also critical for our team, preventing the low morale and burnout we often see in other services in what can be a very emotionally draining job.

Alongside this intensive support, we have delivered 1128 separate outreach support interventions.

Complementing the intensive support, our outreach program encompasses wide-ranging activities that lead to positive indicators towards the outcomes that underpin Red Hen's impact. For example, help and advice with a particular parenting issue, attending a well-being drop-in, provision of a fuel grant or referral to the food bank, completing our parenting courses, or a place on a summer trip for their family.

Our four weekly drop-ins across North Cambridge provided 232 hours of group support, receiving 1162 individual visits. Our volunteering program meant 18 individuals donating 275 hours to support these groups.

In these groups, we have built community resilience by introducing families to one another and to other services and community groups, all in the 'safety' of an environment where they feel comfortable.

This 'wrap-around' outreach support is particularly effective in unearthing unmet needs, connecting families we are working with intensively to their community, and continuing support as families move to independence. Knowing that should a problem re-emerge Red Hen is on the end of the phone, or that they can call into one of our four groups running across the week, prevents an issue from escalating into a full-blown crisis.

Our Reputation in our Community

Our community has a long history with Red Hen and the trust they have in us is well-established. We are now working with parents who received support as children. This community memory means we are held in high regard locally by residents who know we are committed, which leads to high levels of engagement. We often find people willing to work with us when they have refused statutory offers of help. We use this strength to reach those most in need.

Our Team

Our outstanding staff team of exceptional individuals continue to demonstrate the values and ethos created and embedded into the organisation's DNA over 25 years.

During 2022-23, our team of committed, highly skilled and experienced family workers - Maria David, Theresa Quarmby and Gemma Pavitt, and project worker Vicky Waterton worked under the superb guidance of Rachel Bennett, who brings immeasurable experience and care to the oversight of the delivery of our services.

Working alongside the core delivery team, the invaluable Jen Rutter has supported us in multiple areas, including coordinating our volunteer program, developing our budget cookery project and supporting our fundraising efforts. Kathy Skill shares her experience by regularly supporting our drop-in groups.

Going above and beyond to help children and their families with kindness and passion throughout the year, our team ensure families are treated with dignity and compassion whilst building their confidence and supporting them to independence.

Our Partnerships, Collaborations and Networks

We thank our partner referrers including schools' heads, teachers and broader staff, especially during these challenging times. As our year came to a close, new referrer Hundred Houses joined and we look forward to working with them over the coming year.

During recent work writing our strategic plan, outside of these partners we logged over 70 other organisations that we work with to deliver our services – these include:

Abbey People, ABC Life Support, Arbury Carnival, Arbury Community Centre, Beesom, Blue Smile, Cambridge Acorn Project, Cambridge Aid, Cambridge Citizen's Advice Bureau, Cambridge City Council, Cambridge City Foodbank, Cambridge Community Nursing Trust, Cambridge Food Poverty Alliance, Cambridge Housing Society (CHS), Cambridge Re-Use, Cambridge Student Community Action, Cambridge Sustainable Food, Cambs Youth Panel, CAP, Centre33, Chesterton Methodist Church, Church of the Good Shepherd, Cogwheel, Corkscrew Theatre, CPLS Mind, Football Fun Factory, Free Cakes for Kids, FullScope,GrowKids, HomeStart Cambridge, Illuminate, Kettle's Yard, King's Hedges Family Support Project, Meadows Children & Family Wing, North Cambridge Community Partnership, Orchard Park Community Centre, Orchard Park Community Council, Pinpoint, Romsey Mill, The Junction, The Library Presents, The Rudd Centre, Sharing Parenting, Spectrum, WEA, Winter Comfort

New, more efficient ways of working introduced during the pandemic have enabled us to become more involved and actively participate in more networks across the city and the council. We are active members of the Food Poverty Alliance, Cambridge Mental Health Network, Cambridge City and South Charities Network, GET Group (Guidance Education and Training), and the Financial Resilience Network.

Alongside our partnerships and collaborations, membership of these groups enables us to access help and advice, share our experience and best practices, and work together to create solutions to issues facing our community and partnerships to address challenges.

Our Strategic Plan 2022-25

Changes to our governance structure in the two years following Sarah Crick taking over leadership of The Red Hen Project in mid-2018 mean trustees now have our beneficiaries and our community as our priority. As a result of the changes, we have greater confidence in our expertise, role, and value to schools, the community, and the broader 'system'.

Our strategic plan was launched at our last AGM, and during the year we have started delivering on its seven aims to:

- **protect and strengthen what we do best -** articulating our offer clearly, mapping out and protecting our capacity and nurturing partnerships
- **reach out to new children and families -** working to welcome new and diverse referrals and ensuring we continue to develop strong relationships with schools
- **have resilient, measured growth -** ensuring we have complete clarity about the costs of our work and raising funds strategically from a diverse income base
- **find ourselves a physical home in our community –** a fit-for-purpose space to engage with families
- **improve how we demonstrate and communicate our impact -** reviewing how we gather, analyse, use and share information about our impact
- **continue to invest in our staff and volunteers -** ensuring we have the sufficient staff capacity to deliver on this plan, including in “core” roles, and investing in our board of trustees
- **improve our external communications to raise our profile -** ensuring we are sharing the right information with the right people, especially about the impact and value of what we do

In the coming year, our 25th, we look forward to the charity serving more children and families in our communities with these aims guiding our direction.

Our Thanks

Cambridge remains a city of two halves and we have worked hard over the past year to tap into the affluence and generosity of the wider community and businesses surrounding the wards in which we operate. We no longer rely on one funding source and instead continue diversifying our funding streams to seek sustainable support for the future.

Thanks to grant funding from Awards for All, Cambridge City Council, Cambridge County Council, Fore Trust and Reach Community Solar Farm.

We thank the organisations and individuals who have donated their resources, expertise, time and energy, and in many cases, also funds. Your belief in what we do and the help you give remain crucial to our survival.

Our finance report outlines thanks to our supporters, fundraisers and donors, too many to mention individually, and many of you have requested anonymity. Alongside generous individuals, these include:

Local groups and organisations such as Cambridge Rugby Club, City & University of Cambridge Masonic Charitable Trust, Clare College, Kings College School PTA, St John's Church – Orchard Park

Businesses such as Beam Group, Johh Lewis, Mathworks, Mills & Reeve, Savills and TNS.

Particular thanks to the following special friends

- The **Bradfield Centre** for gifting us membership of their co-working space
- Neil Bharadwa and the incredible customers of **Cambridge Fruit Company**
- **Cambridge Bikers** Christmas Toy Run for their donations of Christmas presents
- **Hilary Duncan**, our incredible volunteer who supports our budget cookery program
- Local software company **Elica** for both their kind donations and our own office space at their base in Histon
- **Penny Heath** for choosing to support us through her incredible fundraising efforts
- **Jesus College** for their partnership, including the use of their grounds for events

Huge gratitude goes to our growing family of regular donors who provide a critical backbone of support for the charity, enabling us to plan ahead and build our capabilities and services to meet the needs of more children.

Governance

Charitable Objects

The **charitable objects** of the charity as set out in our new Constitution, are

To advance the education and development of children and their parents/carers in North Cambridge by providing support, activities and services designed to

- develop the capabilities, competencies, skills and understanding of parents/carers
- support children and families facing emotional and behavioural challenges
- reduce the number of children and families with emotional and behavioural challenges
- improve school attendance and educational performance
- increase empowerment and participation of hard-to-reach families
- improve social integration, access, and participation in the community

Powers and delegations

The Board of Trustees holds all the charity's powers and authorities. It is ultimately responsible for the charity's overall control and strategic direction and protection of its assets. Day-to-day running of the charity is the responsibility of the CEO, Sarah Crick.

The Trustees of the charity are appointed by the Board and are representative of our community, our families, and our schools, and they met four times during 2022-23. Trustees are re-elected annually at the AGM unless they choose not to stand for re-election. Our quorum is two, or the number nearest to a third of the total trustees, whichever is greatest. The names of Trustees served during the year are listed on page 2.

New Trustees attend an initial meeting where they are provided with a full report on the charity's activities and their roles and responsibilities as Trustees. Trustees are encouraged to call meetings of Trustees whenever they feel it is necessary to discuss any issues that arise. Ongoing training is available as needed.

Statement of responsibilities of the Trustees

Red Hen's Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations. The Trustees review and agree financial statements for each financial year which give a true and fair view of the state of the affairs of the charity.

The Trustees are responsible for ensuring the employees of the charity maintain proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charity Commission's requirements.

The Trustees 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.

Statement of Public Benefit

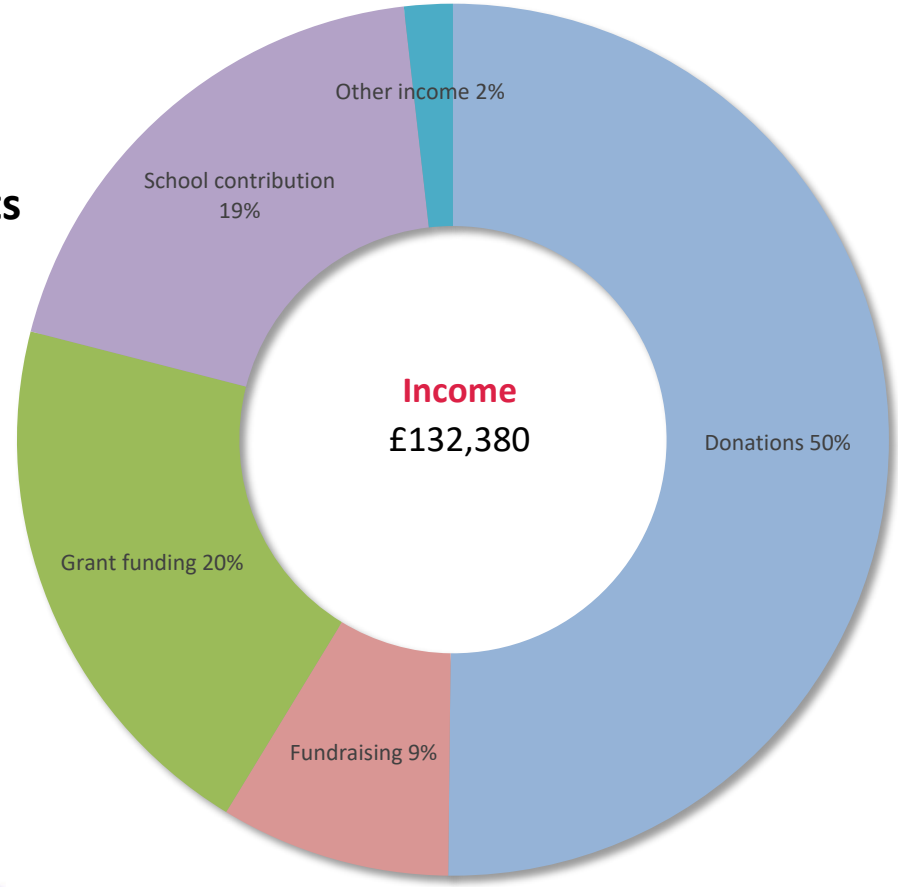
The Trustees confirm that they have complied with the duty in the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'. That guidance addresses the need for all charities' aims to be demonstrably for the public benefit.

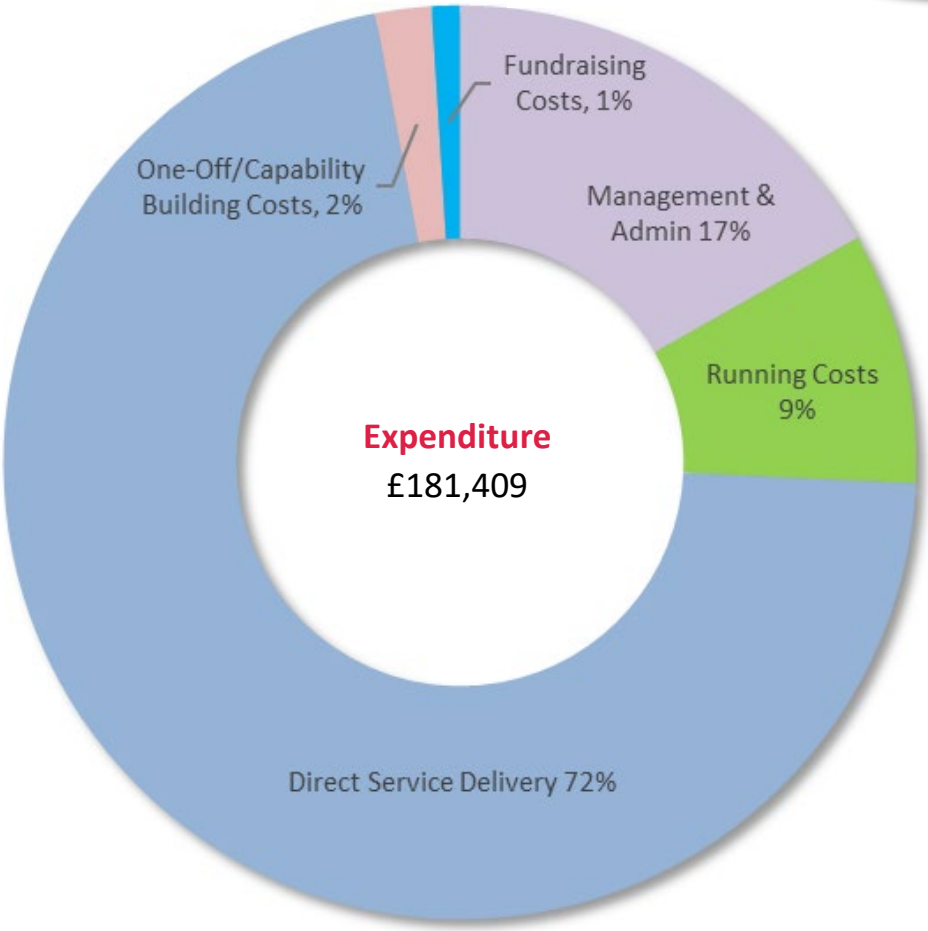
The Red Hen Project addresses its objectives by providing early intervention in the form of intensive family work, complemented by a range of outreach support designed to support children and families on their journey to independence. This report highlights the achievements of this work over the year.

We aim to help children and families experiencing challenges and disadvantages in our community. No person is excluded on the grounds of race, religion, gender, sexual orientation or social position.

THE RED HEN PROJECT

Finance Report & 2022/23 Annual Accounts





For 2022/23 we budgeted a deficit and planned to use designated reserves to support our projects. We finished the year more than £17,500 better than planned. The brought forward balance for 2021/22 was £160,858 and we ended 2022/23 with a surplus balance of £115,828.

Accounts for the financial year ended 31 March 2023 are available for inspection.

Budget 2022/23

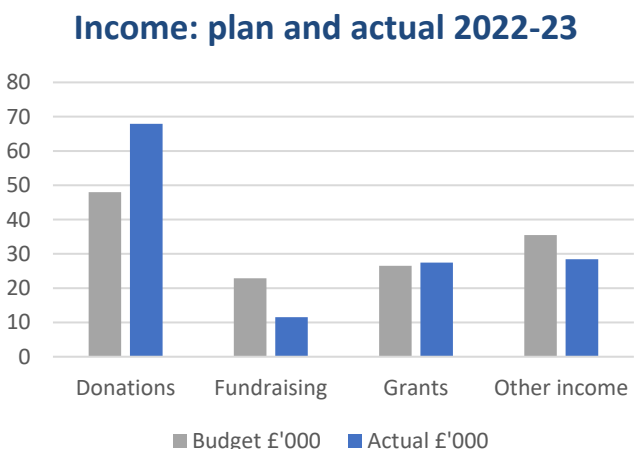
Income	£132,900
Expenditure	(£196,684)
We set an in-year deficit budget of	**(£63,784)**
With the carry forward from 2021/22, we set an overall surplus to be carried forward as of 31 March 2023 of	**£97,074**

Year-end position

Income	£132,380
Expenditure	(£181,409)
The in-year deficit was	**(£46,030)**
With the 2021/22 carry forward, we ended the year with an overall balance to be carried forward as of 31 March 2023 of	**£115,828**

As part of the detail provided within the financial statements, we have shown the brought-forward balances as unrestricted and restricted. The movement between unrestricted and designated funds is in line with the updated designated funds policy (see further details below).

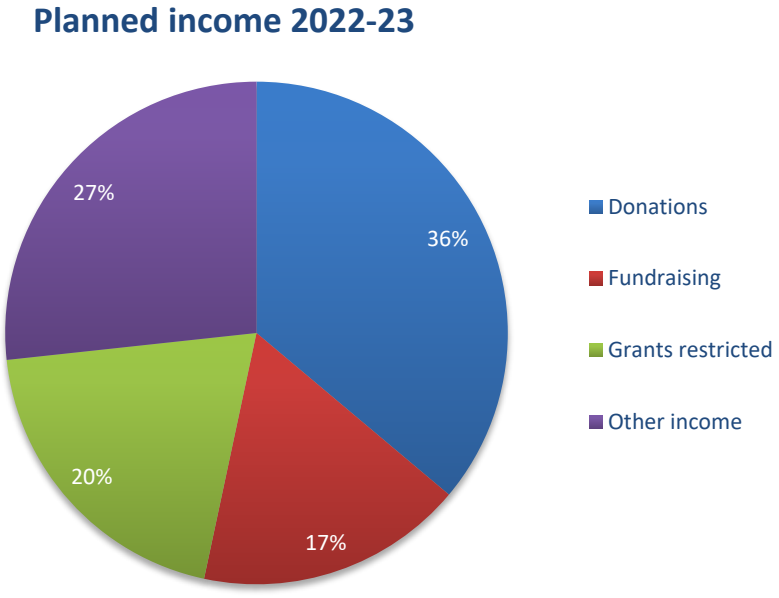
Performance

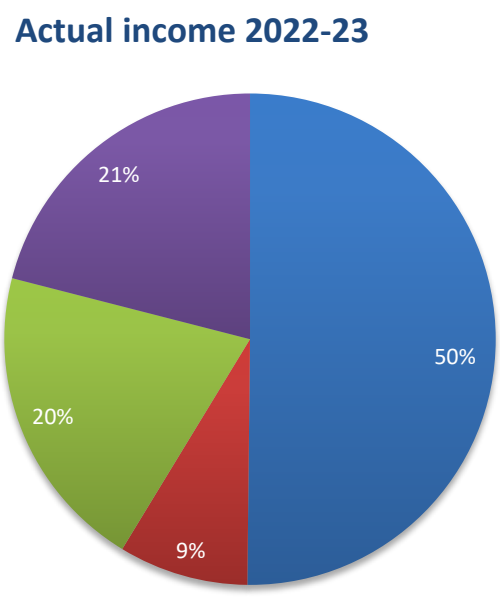


During 2022-23 our income was almost as budgeted, and an increase in donations offset any lower amounts raised by other means.

Our drive to diversify our income streams is well underway with a range of sources with more than 50% of these unrestricted.

Many thanks to those who granted and donated funds so generously; please see the end of the report for more details. This income meant we were able to continue to provide support to families experiencing complex challenges.





Funding

Grant funders

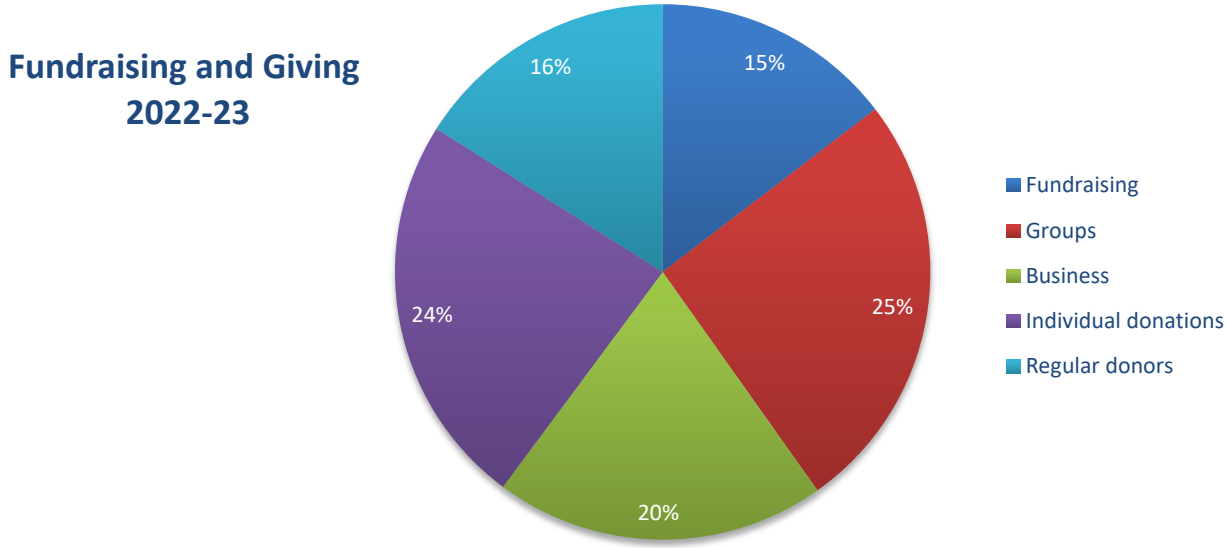
Until April 2022, The Big Lottery funded our work through two four-year Reaching Communities grants. We are grateful to have received support this year from several other funders, including Cambridge City Council, Cambridgeshire County Council and The Fore Trust.

Fundraising, group giving and individual donors

This financial year has seen continued support with over £20,000 in donations from groups and organisations including Cambridge Rugby Club, local Masonic groups, Clare College, King's College School PTA, Reach Community Solar Farm, St John's Church Orchard Park, and many others.

We received more than £31,500 from individual supporters, £12,500 of this was from supporters giving regularly. These funds have been crucial to allowing us to fill the gap left by the Lottery funding and has enabled us to embark on numerous initiatives that have aided children and families in the community through a particularly challenging time.

A range of fundraising activities have taken place, from those with our active involvement and unexpected gifts from others undertaking activities independently. This included our team running the Cambridge Half Marathon, The Haymakers Pub charity day, and both the Accord and Cambridge New Singers choirs.



Business engagement

Our partnerships with Cambridge Fruit Company and Elica remain strong, plus we have a new partnership with The Bradfield Centre on the Science Park, which gives us membership of their co-working space pro-bono. For the second year running, MathWorks has shown us incredible kindness over the Christmas period, providing us with the space to process our Christmas present donations as well as raising funds. We have had significant support from Savills, Mills & Reeve, Arnold Clarke and John Lewis, as well as funds from Asda, Dyslexia Box, Kiss Communications and Create Signs.

School contributions

Our schools continue to face huge pressures on their budgets, but in recognition of the value of our work and the funding constraints we face as a charity, our schools have continued contributing towards the costs of the service they receive. In fact, our newest school have had such a positive experience they have increased their spending on intensive casework services with us from three to eight families at any one time.

Grants for individuals

We continue to apply for and distribute funds to individual families experiencing hardship. We are particularly grateful to Cambridge Aid, along with Cambridge Community Nursing Trust and Radley Charitable Trust.

Expenditure

This year's expenditure has been broadly on track with an underspend of 8% as a result of a number of factors. Undertaking the process of choosing and appointing an external bookkeeping service took longer than expected and this played a significant part in this underspend. In addition, we have changed our premises rental payment to monthly rather than a lump sum pre-payment. All other variances for expenditure are relatively small and largely as budgeted.

We have retained one of the two part-time family workers used for last year's Innovate Project and the part-time project worker to continue our focus on our poverty relief work and to support the growth in the number of our drop-in groups from one to four.

Reserves and designated funds

Purpose

The Red Hen Project holds reserves to ensure the continuation of its services to meet its charitable aims and objectives as well as to meet financial commitments of unforeseen events. These funds are split between reserves and designated funds.

Reserves

The Charity aims to hold a sufficient level of reserves to cover the operating costs of a 3-month period in the event of a significant reduction in income. This would allow for family casework to be completed or passed on to appropriate support. These reserves can also be used for unexpected emergencies or unforeseen significant increases in operational expenditure.

The reserves provide the project with adequate financial stability and the means for it to meet its charitable objectives for the foreseeable future.

Designated funds

Designated funds are unrestricted funds that have been earmarked for a specific purpose. The Board of Trustees has approved a designated funds policy. The policy has several areas identified by the Trustees as exciting opportunities for the future growth of the Charity's work. These can be found in note 8 in the annual accounts.

The Red Hen Project's reserves and target designated funds position as of 31st March 2023 is as follows:

Restricted funds:		£2,514
Unrestricted funds:	- Reserves	£65,860
	- Designated Funds:	
	- Core Family Work	£3,428
	- Poverty Relief Project	£9,000
	- Transformational Funds	£29,000
	- Premises Fund	£5,000
	- General Funds	£1,027
Total funds		**£115,828**

Governance

As the Charity has evolved, it has also improved its governance arrangements. The Finance and Risk Sub-Committee reviews the Charity's financial performance, strategy, and risk profile on a quarterly basis.

As the Charity has evolved, so has the complexity of the finances; this continues to be reflected in the financial statements within this report and in future annual accounts.

As a result of the increased complexity and our desire to provide a more detailed picture of both income and expenses in real-time, we have moved from cash to accrual-based accounting.

THE RED HEN PROJECT

The Red Hen Project
51 Cambridge Road
Milton
CAMBRIDGE
CB24 6AW

Lisa King
Burdett King Accountancy Limited
8 The Hamiltons
Newmarket
CB8 0NF

26 May 2023

Dear Lisa

Letter of representation

The following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience such as we consider necessary in connection with your report on the charity's financial statements for the year ended 31 March 2023. These enquiries have included inspection of supporting documentation where appropriate. All representations are made to the best of our knowledge and belief.

GENERAL

1. We acknowledge that the work performed by you is substantially less in scope than an audit performed in accordance with International Standards on Auditing (UK and Ireland) and that you do not express an audit opinion.
2. We confirm that the charity was entitled to exemption under section 144 of the Charities Act the requirement to have its financial statements for the financial year ended 31 March 2023 audited.
3. We have fulfilled our responsibilities as trustees as set out in the terms of your engagement letter dated Charities Act 2011, for preparing financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice), for being satisfied that they give a true and fair view.
4. All the transactions undertaken by the charity have been properly reflected and recorded in the accounting records.
5. All the accounting records and related financial information, including minutes of all management and trustee meetings and correspondence with The Charity Commission have been made available to you for the purpose of your work.

LOANS AND ARRANGEMENTS

6. The charity has not granted any advances or credits to, or made guarantees on behalf of, trustee other than those disclosed in the financial statements.

LEGAL CLAIMS

7. We have disclosed to you all claims in connection with litigation that have been, or are expected to be, received and such matters, as appropriate, have been properly accounted for and disclosed as applicable in the financial statements.

LAWS AND REGULATIONS

8 We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.

RELATED PARTIES

9 Related party relationships and transactions have been appropriately accounted for and disclosed as applicable in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with the requirements of charity law or accounting standards.

SUBSEQUENT EVENTS

10 All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed as applicable.

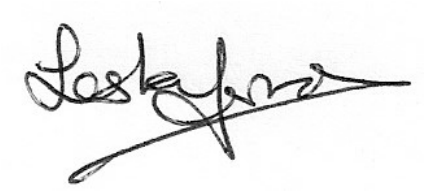
GOING CONCERN

11 We believe that the charity's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the charity's needs. We have considered a period of twelve months from the date of approval of the financial statements. We believe that no further disclosures relating to the charity's ability to continue as a going concern need to me made in the financial statements.

GRANTS AND DONATIONS

12 All grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such income.

As minuted by the trustees at their meeting of 25 May 2023.



Lesley Ford, Chair of Trustees

Independent Examiner's Report to the Trustees of The Red Hen Project

I report on the accounts of the charity for the year ended 31 March 2023.

Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

1 which gives me reasonable cause to believe that, in any material respect, the requirements:

- to keep accounting records in accordance with section 130 of the 2011 Act; and
- to prepare accounts which accord with the accounting records and comply with the accounting requirements of the 2011 Act

have not been met; or

2 to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Lisa King

Burdett King Accountancy Limited
8 The Hamiltons, Newmarket. CB8 0NF
Tel: 07825 317323 Email: lisa@burdettkingaccountancy.co.uk

Burdett King Accountancy Limited is registered in England and Wales, company registration number 8571664.
Registered Office: 8 The Hamiltons, Newmarket. CB8 0NF. Registered with the Chartered Association of Certified Accountants.

THE RED HEN PROJECT

CHARITY No: 1183845
Year ended : 31 March 2023

RECEIPTS AND PAYMENTS ACCOUNT	Notes	2023 Unrestricted Funds £	2023 Restricted Funds £	2023 **Total Funds £**	2022 Total Funds £
RECEIPTS					
Donations	2.	62,684	5,242	**67,925**	54,897
Fundraising		9,742	1,809	**11,551**	7,920
Grant funding					
- Lottery				-	79,930
- Innovate				-	37,337
- Other	3.		27,467	**27,467**	22,600
Grants for individuals	4.		2,279	**2,279**	7,147
Interest received		157		**157**	8
School contributions			26,000	**26,000**	20,491
Other income				-	1,906
		72,583	62,797	**135,380**	232,236
PAYMENTS					
Allocated individual grants	4.	20	3,818	**3,838**	5,440
Clinical supervision				-	1,152
Consultancy fees		3,974			11,311
Drop in groups & courses		2,422	485	**2,908**	2,861
Family work resources		333		**333**	544
Family workers		50,521	37,522	**88,043**	92,098
Project spends	5.	2,672	4,545	**7,217**	14,396
Project workers		8,788	14,258	**23,045**	25,786
Room hire		1,980	2,185	**4,165**	3,750
Telephones		1,276		**1,276**	1,676
Travel & subsistence		2,353	166	**2,519**	2,352
Fundraising costs		1,066		**1,066**	2,642
Insurance & compliance		447	96	**544**	1,404
IT, office equipment		286		**286**	1,478
Marketing costs				-	3,645
Memberships & subscriptions		3,812		**3,812**	3,231
Governance & Sundry Expenses		370		**370**	268
Premises	6.	1,725	200	**1,925**	5,345
Professional Fees		7,300		**7,300**	1,370
Management and admin salaries		16,563	9,834	**26,397**	25,317
Stationery and postage		1,303	23	**1,327**	1,243
Training		1,065		**1,065**	1,128
		108,277	73,133	**181,409**	208,437
Surplus/(deficit) for the year		(35,694)	(10,336)	**(46,030)**	23,799
Accumulated reserves brought forward		160,316	1,542	**161,858**	138,059
Transfers between funds		(11,307)	11,307	-	-
Accumulated reserves carried forward		**113,315**	**2,513**	**115,828**	161,858

BALANCE SHEET

		2023 £	2022 £
Fixed assets		**999**	-
Treasurer's account		**45,249**	83,107
Business account		**82,956**	82,649
Petty Cash		**157**	129
Debtors		**29,832**	1,528
Outstanding invoices		**(3,320)**	(267)
Payroll / pension / PAYE/NI		**(2,213)**	(5,288)
Deferred Income	7.	**(37,833)**	-
		115,828	161,858

THE RED HEN PROJECT
CHARITY No: 1183845
Year ended : 31 March 2023

Notes

1. Accounting policies

(a) Basis of preparation and assessment of going concern

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the second edition of the Charities Statement of Recommended Practice issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

(b) Funds structure

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or trust deed.

Unrestricted income funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

(c) Income recognition

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably. Donations, are recognised when the Charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period. Legacy gifts are recognised on a case by case basis following the granting of probate when the administrator/executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title to the asset having been transferred to the charity.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon

2. Donations

	Unrestricted Funds £	Restricted Funds £	**2023 Total Funds £**	2022 Total Funds £
Arnold Clarke		1,000	**1,000**	
Cambridge Rugby Club	4,423		**4,423**	
Clare College	2,000		**2,000**	
Haymakers	752		**752**	
John Lewis		1,000	**1,000**	
Kings College School PTA	2,115		**2,115**	
KISS Communications	1,000		**1,000**	
Mills & Reeve	3,000		**3,000**	
City & University of Cambridge Masonic Charitable Trust	3,000		**3,000**	
Reach Community Solar Farm	1,334		**1,334**	
St John's Church	1,000		**1,000**	
Annoymous, regular and less than £1000	44,060	3,242	**47,301**	
	62,684	5,242	**67,925**	54,897

3. Grants

		2023	2022
		£	£
Awards for All (New Schools)		-	10,000
Cambridge City Council - Area Grant (Summer Trips)		**5,000**	4,500
Cambridge City Council - Community Grant (Poverty)		**5,000**	5,000
Cambridgeshire County Council Public Health (Drop-In support)		**20,000**	-
- Deferred to 23/24		**(18,333)**	-
Cambridge Skills (Club Cook)		**800**	-
The Fore Trust		**15,000**	-
Groundworks		-	-
- One Stop	*11*	-	2,000
- Tesco		-	1,000
Other		-	100
		27,467	22,600

4. Grants for individuals We applied and received funds for individual families from the following grant-giving organisations during the year.

	2023	2022
	£	£
Cambridge Aid	**2,000**	2,120
Cambridge City Council - Food and Fuel Poverty	-	1,500
Cambridge Community Nursing Trust	**90**	1,177
The Ley's - Extra Cirricular Fund	-	1,000
South Cambs Council - Winter Grant Fund	-	800
Radley Charitable Trust	**189**	550
	2,279	7,147

5. Grant/Project Funding This is tracked income and expenditure specific to grants and/or specific project work. Projects can often be funded from a variety of sources, income categories (grants, donations, fundraising), and fund types (restricted, designated & unrestricted). Whereever possible and appropriate, income is spent in year - especially with one-year grants. Where there is a carry forward

	Opening Balances	Total Income (Grants & Donations)	Total Expenditure	(Over)/Under Balance
	£	£	£	£
Awards4All (a)	10,000	0	10,000	0
Back to School Appeal (b)	716	0	491	225
Summer Trips (c)	(418)	9,032	8,614	0
Christmas Appeal	(5)	903	898	0
Club Cook (d)	44	3,890	3,500	434
Corona Appeal	503	96	599	0
Food & Fuel Grant Fund (e)	697	0	697	0
The Fore Trust Grant	0	15,000	15,000	0
Cambridge County Council Innovate Grant	(3,642)	3,642	0	0
They Ley's Extra Curricular Fund	910	0	312	598
Lottery	132	0	132	0
Cosy Christmas - Fuel Grant Fund (f)	0	683	163	520
Poverty Relief Project (g)	0	23,258	23,258	0
Red Hen Crisis Fund (h)	(280)	817	0	537
School Holiday Food Appeal	3	0	3	0
Stella's Food Fund (i)	0	159	0	159
Talking Together Early Years Project (j)	553	0	553	0
Winter Food & Fuel (South) (k)	220	0	180	40
				2,513

(a) New School Project
(b) Part-funded by donation from Beam Group
(c) Part-funded by Cambridge City Council Area Grant and donations from Mills & Reeve and Neuro Box
(d) Part-funded by Arnold Clarke, Asda & Cambridge Skills, & Cambridge Food Poverty Alliance Fundraiser
(e) Distributed and administered for Cambridge City Council
(f) Fundraising by Mathworks
(g) Part-funded by Savills, Cambridge City Council Community Grant, City & University Masonic Charitable Trust, The Barnabus Oley Trust (Clare College), and The Haymakers
(h) Staff fundraising at Arbury Carnival
(i) Fundraising by Stella Mills
(j) Funding from Cambridgeshire County Council via Kettle's Yard
(f) Distributed and administered for South Cambridgeshire District Council

In most cases internal project deficits are not carried forward to the following year, instead the shortfall is taken from unrestricted funds, where available.

6. Premises cost

Premises costs for the YE 31 March 2022 included £3,417 for rent paid in advance for the period to 30 November 2022. This was not adjusted for as the accounts for that year were prepared on a receipts and payments basis.

7. Deferred income

	2023
	£
Income received and deferred:	
Green Hat Foundation	10,000
100 Houses	9,500
Cambridgeshire County Council Public Health Drop-in Grant	18,333
Deferred income carried forward	37,833

8. Movement in funds

There has been movement in unrestricted funds in order to meet our reserves level and to support our designated funds policy. Designated funds have been put in place by the board for specific, time-limited purposes.

	at 1.4.22	Net movement in funds	Transfers between funds	at 31.3.23
	£	£	£	£
Unrestricted Funds				
General funds	31,316	(35,694)	5,405	**1,027**
Designated Funds				**-**
- Transformational funds	15,000		14,000	**29,000**
- Poverty relief project	20,000		(11,000)	**9,000**
- Core family work	40,000		(36,572)	**3,428**
- Future office/storage costs	5,000			**5,000**
- Reserves	49,000		16,860	**65,860**
Restricted Funds	1,542	(10,336)	11,307	**2,514**
Total Funds	161,858	(46,030)	-	**115,828**

THE RED HEN PROJECT

England & Wales - Charity number 1183845

Accounts

THE RED HEN PROJECT

supporting our community to raise happy, healthy, and independent children – working directly with families, promoting positive, confident parenting and cooperative relationships between schools and families



Annual Report 2021-22

LOTTERY FUNDED

Registered Charity No. 1183845

About Red Hen

Registration

Charity Registration Number:
1183845 (previously 1072190, formed 1998)

Registered Address:
51 Cambridge Road, Milton,
Cambridge, CB4 6AW

Trustees

Lesley Ford (Chair)
Sara Garnham (Vice Chair)
Paul Connelly (Secretary)
Jack Atkins (Treasurer)
Bobby Ford
Kirsty Cooke
Miranda Gomperts
Sophie Evans

Project Lead

Sarah Crick

Independent Examiner

Lisa King – Burdett King Accountancy Ltd
8 The Hamiltons, Newmarket, CB8 0NF

Bankers

Lloyds Bank, 125 Chesterton Rd,
Cambridge, CB4 3AU

Structure and Governance

The charity is governed by a constitution adopted on May 2019

The charity became a Charitable Incorporated Organisation (CIO) on 1st April 2020

Contents

- Vision, Mission, Values & Impact
- Achievements & Highlights
- Outcomes & Impact
- Governance
- Our Thanks
- Treasurer's Report
- Audited Accounts

Other Relevant Information

Independent External Evaluation

Strategic Plan 2022-25

Our Vision, Mission, Values and Impact

OUR VISION

Our vision is a welcoming community where families are supported and empowered to raise happy, healthy and independent children who grow up to fulfil their lives and engage fully with society.

OUR MISSION

To achieve this vision, we support children aged 3-11, their families and communities in North Cambridge, **focusing** our attention on those **experiencing challenges** in their lives. We **promote** and **enable positive**, **confident parenting** and **cooperative relationships** between **schools** and **families**.

OUR VALUES

- We are **non-judgemental** and **respectful**
- We are **committed** for the **long term**
- We **value** our local **community**
- We are **kind** and **trustworthy**

For **children** and their **families,** this means we:

- are **warm** and **welcoming**
- don't judge and are **honest**
- **empower**, and help families **connect**
- stay with families **as long as needed**

For our local **communities** and **partners,** this means we:

- work in **partnership**
- are **honest** about what we can and can't do
  value and **protect** the **assets** in our communities

For our **staff** and **volunteers,** this means we:

- **listen** to one another and **share** ideas
- **value** teamwork and **invest** in our team
- are **inclusive** and strive for **diversity**
- **collaborate** within and outside the Red Hen Project

OUR IMPACT

Children experiencing trauma, crisis or challenging behaviour will have **improved emotional and physical wellbeing, and improved engagement with education**

Schools, support agencies and statutory bodies will be **better co-ordinated** to meet local needs and **reduce isolation** for families

Parents facing family crises will have **increased their parenting skills**, **confidence, and emotional wellbeing**

Families will have **improved links** with others in their communities and to be **better able to support others** with similar problems

Our Achievements and Highlights

Our Reach

Our final year of Lottery funding has enabled us to support children and families experiencing challenges that are making their lives difficult as we continued to battle the pandemic and then as life slowly began to return to a new 'normal.'

This support and other smaller funding contributions have enabled us to work intensively with children and their families for, on average, six months. In addition, it provided a robust platform on which we have been able to deliver a one-year County Council Innovate grant extending the City's Early Help team's capacity by supporting additional families.

57 families and approximately 217 individuals have received long-term casework support from The Red Hen Project family workers this year.

Alongside this intensive support, we have delivered 1101 separate outreach support interventions to other families in our communities. This outreach encompasses wide-ranging activities that lead to positive indicators towards the outcomes that underpin the project's impact. For example, help and advice with a particular parenting issue, attending a wellbeing drop-in, provision of a fuel grant or referral to the food bank, or a place on a summer trip for their family.

Our Independent External Evaluation

Alongside our regular monitoring, the evaluation focused on the last two years and collected information from many different voices in our community - the people we support, our partners, our schools, staff, trustees, and other volunteers. The report tells us about the differences we are making through numbers and stories, concluding:

"There is remarkable coherence in the overwhelmingly positive views and opinions that people have expressed about the project. There is a strong picture of a much-appreciated organisation, with the parents, schools and other organisations speaking incredibly highly of the project, its workers and its impact."

Access the complete Independent External Evaluation online at redhenproject.org/evaluation

Our Evolving Service

As a direct response to the regular feedback we seek from our families and communities, we increased the opportunities to access help and advice from family workers on an ad hoc basis and for families to build their peer support networks. We now hold four drop-ins over the week (where previously this was just one) in a broader range of locations to become more accessible and inclusive to families in need. From April 2021 to March 2022, we delivered 212 hours of sessions. We have also introduced families to other services and community groups in the 'safety' of an environment where they feel comfortable.

We have also increased the number of 'project' activities and created and recruited a new Project Worker role to support families where short 'one-off' support is needed, rather than complete casework.

Our Networks, Partnerships and Collaborations

New, more efficient ways of working introduced during the pandemic have enabled us to become more involved and actively participate in more networks across the city and the council. For example, alongside the GET Group (Guidance Education and training), we are now members of the Food Poverty Alliance, Cambridge Mental Health Network, Cambridge City and South Charities Network, and the Financial Resilience Network.

Membership of these groups enables us to access help and advice, share our experience and best practice, and work together to create solutions to issues facing our community and partnerships to address challenges. For example, joint working on food poverty with Cambridge Sustainable Foods, getting families access to arts and crafts in conjunction with Cambridge Curiosity & Imagination, and supporting families in crisis with rapid help in conjunction Cambridge Aid.

Our Reputation in our Community

Our community is well-established and has a long history with Red Hen. We are now working with parents who received support as children. This community memory means we are held in high regard locally by residents and are trusted, which leads to high levels of engagement. We often find people willing to work with us when they have refused statutory offers of help. We use this strength to reach those most in need.

Our Volunteers

We have capitalised on the rise in community volunteering during Covid. Our volunteering offer has expanded as we brought extra resources to develop this area. By the end of this financial year, we had 59 registered volunteers who completed an onboarding and induction process. 1010 hours were gifted over the year by 22 volunteers regularly involved in the delivery of our outreach activities, and 34 took part in 'micro-volunteering', small and ad hoc opportunities that fit in around their availability.

Our Funding

Cambridge is a city of two halves and is consistently identified as the most unequal city in England. We have worked hard over the past year to tap into the affluence and generosity of the wider community surrounding the wards in which we operate. Our success over the past two years means we now have a far more diversified income as we face the loss of our lottery funding.

Our Strategic Plan 2022-23

Towards the end of this year, we started work on our Strategic Plan - several months of reviewing, thinking, and discussing our future. Our plan sets out our understanding of ourselves and what the past has taught us, our present and the work we see we must do, and how we will continue to meet the needs of families in North Cambridge in the future, developing and growing as a charity.

In writing this plan, we refreshed our vision, mission, and values, reaffirming our dedication and focus on children and families faced with challenges, and our ambition to work positively and holistically, embedded in our local communities and with our partners.

Read the full Strategic Plan at redhenproject.org/strategic-plan-2022-25.

Outcomes & Impact

The difference we're making - how we have improved the lives of children, their families and our community

100%
of families receiving intensive support

- ***would seek support from Red Hen in future if needed***
- ***would recommend others getting support from Red Hen***

This year, our independent external examination found we have …

'…successfully built relationships with families and provided them with support tailored to their needs. They report considerable benefits to themselves, their children and their family life.'

"There is **remarkable coherence in the overwhelmingly positive views and opinions** that people have expressed about the project. There is a **strong picture of a much-appreciated organisation**, with the parents, schools and other organisations speaking incredibly highly of the project, its workers and its impact."

"The organisation's **clear and shared value base** and how the workers put this into practice are seen as the key ingredients to enabling Red Hen to support parents often at tough times of their lives. Their values inform their approach, and **they can engage with parents who often find it challenging to access support in other ways."**

Please read the full report of our Independent External Evaluation at redhenproject.org/evaluation.
It focused on the previous two years and collected information from many different voices in our community - the people we support, our partners, our schools, staff, trustees, and other volunteers.

Our families say…

- *"[Our Red Hen family worker] has been a steadying influence. I valued having support and encouragement, also having a small group to meet with on zoom has helped me alot." (Parent)*
- *"Experience of Red Hen has been really good. [Our Red Hen family worker] helped with confidence and learning new ways of doing things." (Parent)*
- *"Just to have the support and listening ear of someone on the outside of our family, has been so helpful. We've regained our strength as parents, and feel reassured that we are doing the right things and that we are good parents. [She] quickly became someone we felt able to confide in, trust and to allow to guide us through what was a super tough time. We were at breaking point, and we're so thankful for [her] stepping in and helping us get back on track and feel more confident. I honestly can say we couldn't have done it without [her], she's been incredible." (Parent)*
- *"Self confidence in my parental responsibility and how to face the challenges going on with the children. Visiting us putting in strategies to help. Let me know about drop in's, activities and events which me and my children have attended which have been very beneficial. Given support and encouragement" (Parent)*

Our school partners say…

- *"[Red Hen] has offered **superb support** for this family who have been through some very challenging events in life. Although the parents are willing to listen and talk, they do not consistently follow through with the advice and strategies that [Red Hen] has provided. [Red Hen] has been **a rock during a turbulent time for the family** and has been able to support mum sufficiently to give her the confidence to sign up for counselling which if attended will have a very positive impact on family life." (Teacher)*

- *"This was a **complex** case, [Red Hen] supported the family to get medical help and long term mentoring help, as well as support within the home. She built a **trusting relationship** with everyone in the family and was able to help work through specific incidents with mum." (Teacher)*

- *"Red Hen supported this family during a period of significant change and upheaval. Mother was helped to access support with finances and benefits. [Red Hen] came into school once a week to work with [child] 1:1 to help him begin to explore his mixture of feelings. Mum is now attending 'drop ins' which has helped her feel **connected** and not so isolated. Red Hen have been a **source of enormous support for this family**. Thank you!" (Teacher)*

- *"This case was picked up in less than a week turn around, just before the end of the Summer term July 2021. [Red Hen] supported this family for a short amount of time as mum became suddenly ill and was taken into hospital. However in that short time, [Red Hen] had enrolled [child] in the Football Fun summer camp! I remember my last conversation with [mum] on the last day of term. She said " thank you so much for referring me to Red Hen. I met my family worker today and she was really nice. I am so pleased, I think she is going to help a lot."" The family is under Red Hen community support – family continues to receive weekly fresh food box and they will get Christmas presents, hamper, etc Thank you!" (Teacher)*

- *"This was a **very sensitive situation** regarding the mental health of dad and knowledge [child] held. His diagnosis of autism further required a sensitive direct approach. Red Hen(co) built a superb relationship with the family and this supported [child] even through secondary transfer." (Teacher)*

- *"Red Hen supported this family with managing children's behaviours, rewards and toileting issues. She worked really hard at gaining [mothers] trust and worked hard to support [mum] accessing MH support ….. [Red Hen's] support with this family has been **invaluable**, as [mum's] relationship with school had broken down. Through Red Hens support, [mum's] **self esteem and self-confidence grew**. This resulted in her feeling **empowered** and enabled her to make a huge decision for herself and her children. We are very thankful that Red Hen had built up this **supportive, trusting relationship** with this family, as it has **literally been life changing** for them! Thank you" (Teacher)*

Our relationship with our schools is crucial to our mission to promote cooperative relationships between schools and families

100% agreed that actions taken with the family were appropriate

100% of teachers would seek help from Red Hen in the future

Our data says …

Our monitoring data has quantified our impact for both this year and the whole four years of the Lottery funding through the measurement indicators against our stated outcomes.

Where indicated as an issue, parents report an improvement in the indicators of the following outcomes:

		this year / over 4 years
Outcome 1	**Children from disadvantaged families will have improved life chances, through developing confidence and emotional resilience.**	
Indicators:	Childrens' confidence	77 / 80 %
	Childrens' emotional resilience	69 / 74 %
	Child/rens' attitude to school	45 / 73 %
	Parent's relationship with school	75 / 83 %
Outcome 2	**Parents have improved family relationships through developing practical, responsible parenting skills**	
Indicators:	Child's behaviour at home	71 / 79 %
	Confidence in my parenting	100 / 97 %
	My confidence/wellbeing	86 / 87 %
	Family life	94 / 95 %
Outcome 3	**Families have improved engagement with the community, and reduced isolation.**	
Indicators:	Links in the community	93 / 89 %
	Support in the community	100 / 88 %
	Ability to cope	93 / 92 %
Outcome 4	**Parents will have improved life chances, and less reliance on outside intervention.**	
Indicators:	Accessing training/workshops	63 / 62 %
	Volunteering	8 / 29 %
	Accessing other support available	94 / 95 %

Outside of this intensive casework, we provided outreach support interventions to families in our communities - providing the following contributions to outcomes:

	1101 / 2027
Outcomes	Interventions providing indicators
Improved life chances, confidence, and emotional resilience	746 / 1174
Improved parenting skills, confidence, and emotional well being	793 / 1474
Improved links with the community	217 / 473
Parents will have less reliance on outside intervention	191 / 646

To back up these indicators, we seek feedback from schools

Where highlighted as an issue, teachers reported an improvement in:

- behaviour	100 / 82 %
- confidence/self-esteem	88 / 76 %
- emotional/physical wellbeing	86 / 75 %
- attendance/ punctuality	66 / 70 %
- attitude to schoolwork	86 / 70 %
- relations with peers	100 / 61 %
- relations with teachers	80 / 71 %
- contact between school & family	95 / 91 %
- access to after-school activities	100 / 77 %

Governance

Charitable Objects

The **charitable objects** of the charity as set out in our new Constitution, are

To advance the education and development of children and their parents/carers in North Cambridge by providing support, activities and services designed to

- develop the capabilities, competencies, skills and understanding of parents/carers
- support children and families facing emotional and behavioural challenges
- reduce the number of children and families with emotional and behavioural challenges
- improve school attendance and educational performance
- increase empowerment and participation of hard-to-reach families
- improve social integration, access, and participation in the community

Powers and delegations

The Board of Trustees holds all the charity's powers and authorities. It is ultimately responsible for the charity's overall control and strategic direction and protection of its assets. Day-to-day running of the charity is the responsibility of the Project Lead, Sarah Crick.

The Trustees of the charity are appointed by the Board and are representative of our community, our families, and our schools, and they met four times during 2021-22. Trustees are re-elected annually at the AGM unless they choose not to stand for re-election. Our quorum is two, or the number nearest to a third of the total trustees, whichever is greatest. The names of Trustees served during the year are listed on page 2.

New Trustees attend an initial meeting where they are provided with a full report on the charity's activities and their roles and responsibilities as Trustees. Trustees are encouraged to call meetings of Trustees whenever they feel it is necessary to discuss any issues that arise. Ongoing training is available as needed.

Statement of responsibilities of the Trustees

Red Hen's Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations. The Trustees review and agree financial statements for each financial year which give a true and fair view of the state of the affairs of the charity.

The Trustees are responsible for ensuring the employees of the charity maintain proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charity Commission's requirements.

The Trustees 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.

Statement of Public Benefit

The Trustees confirm that they have complied with the duty in the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'. That guidance addresses the need for all charities' aims to be demonstrably for the public benefit.

The Red Hen Project addresses its objectives by providing early intervention in the form of intensive family work, complemented by a range of outreach support designed to support children and families on their journey to independence. This report highlights the achievements of this work over the year.

We aim to help children and families experiencing challenges and disadvantages in our community. No person is excluded on the grounds of race, religion, gender, sexual orientation or social position.

Our Thanks

Our staff and volunteers

Our greatest thanks go to our team of amazing family workers - **Rachel Bennett**, **Maria David, Theresa Quarmby** and **Gemma Pavitt,** plus **Julie Kigira,** who worked with us during this year. They are complimented by our new Project Worker, **Vicky Waterton,** who has been a superb addition to the team with a focus on poverty-related help.

They have gone above and beyond to support children and their families throughout the year with kindness and passion. They have ensured families are treated with dignity and compassion whilst building their confidence and helping them to independence.

Alongside the core team of staff, **Jen Rutter** joined to support our Project Lead Sarah Crick, Kathy Skill Will Males and Rhianna Milton continue to play an important role in the delivery of ad hoc projects.

The role of **volunteers** has continued to grow in importance. We thank all those individuals who volunteered in any capacity and are grateful for all their hard work and commitment. We particularly thank

- our team of helpers at our drop-in groups
- our 'Nigella', **Hilary Duncan,** for all her dedication to the development and delivery of Club Cook

Our funders and supporters

Particular thanks to

- local software company **Elica** for both their kind donations and giving us our own office space
- **Neil Bharadwa** and the incredible customers of **Cambridge Fruit Company**
- **The Bradfield Centre** for gifting us a co-working membership

The National Lottery Community Fund, Cambridge City Council, Cambridgeshire County Council, Amazon Cambridge, Arnold Clarke, Bango, Barratt & David Wilson Homes, Beam Group, Cambridge Consultants Ltd, Cambridge United Charities, Cambridge University Press, City & University of Cambridge Masonic Charitable Trust, Hornbeam Trust, Jesus College, John Lewis, KISS Communications, MathsWorks, One Stop, Reach Community Solar Farm, Redgate Software, Rosmarinus Charitable Trust, Steak and Honour, St John's Church Orchard Park, St John's College School PTA, Tesco, Barnabus Oley Trust (Clare College), Waitrose

Our family of regular donors, including Verity Allan, Colin Bell, Elizabeth Brent, Rev & Mrs Blanchflower, Dr Helen Cook, Amy Cooper, Dr Lindsay Crisp, Thomas Flynn, Elaine Fulton, Quentin Golder, A & L Harris, James & Susie Lewis, Elizabeth Klaar, Dr David Parry, Andrea Senf, Dr Amanda Stranks, Mr & Mrs Walsh and Hester Wells

and many other fundraisers, individuals and groups*, including Red Hen Runners who took part in the Cambridge Half Marathon, Tandy & Roy Harrison and the friends and family of Iris Brown and Anne Knapp in memorium.

Your grants and donations have enabled us to deliver a professional and effective service helping those children and families most in need. Our lottery funding did not cover all our costs, and we count on your generosity to transform the lives of children and their families.

Our partnerships

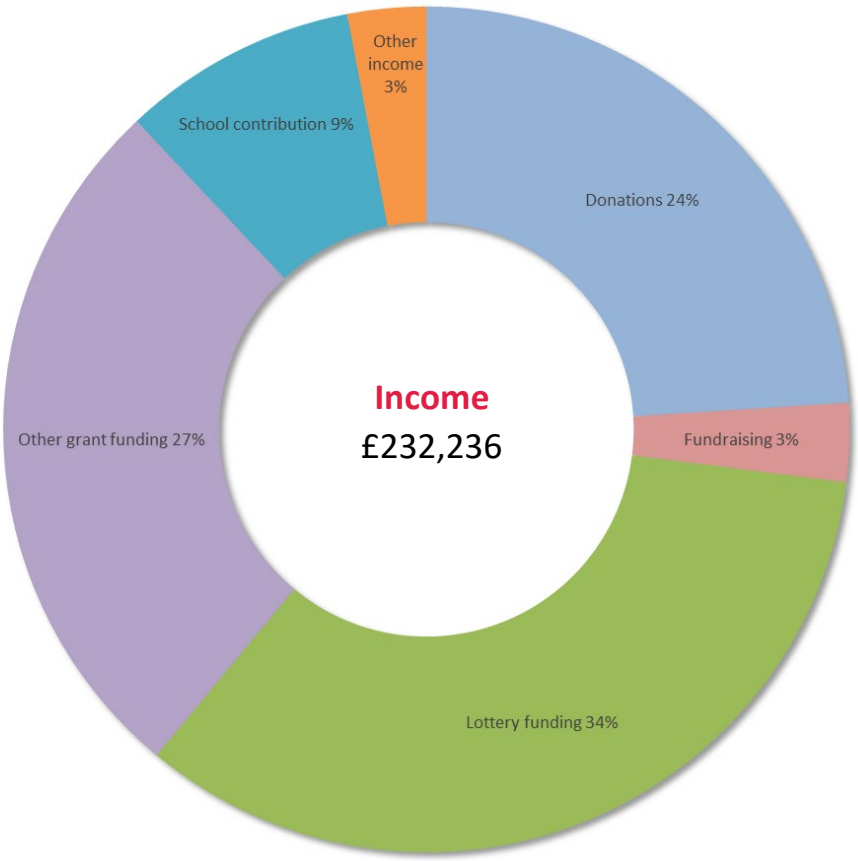
We thank our partner schools' heads, teachers and broader staff, especially during these challenging times.

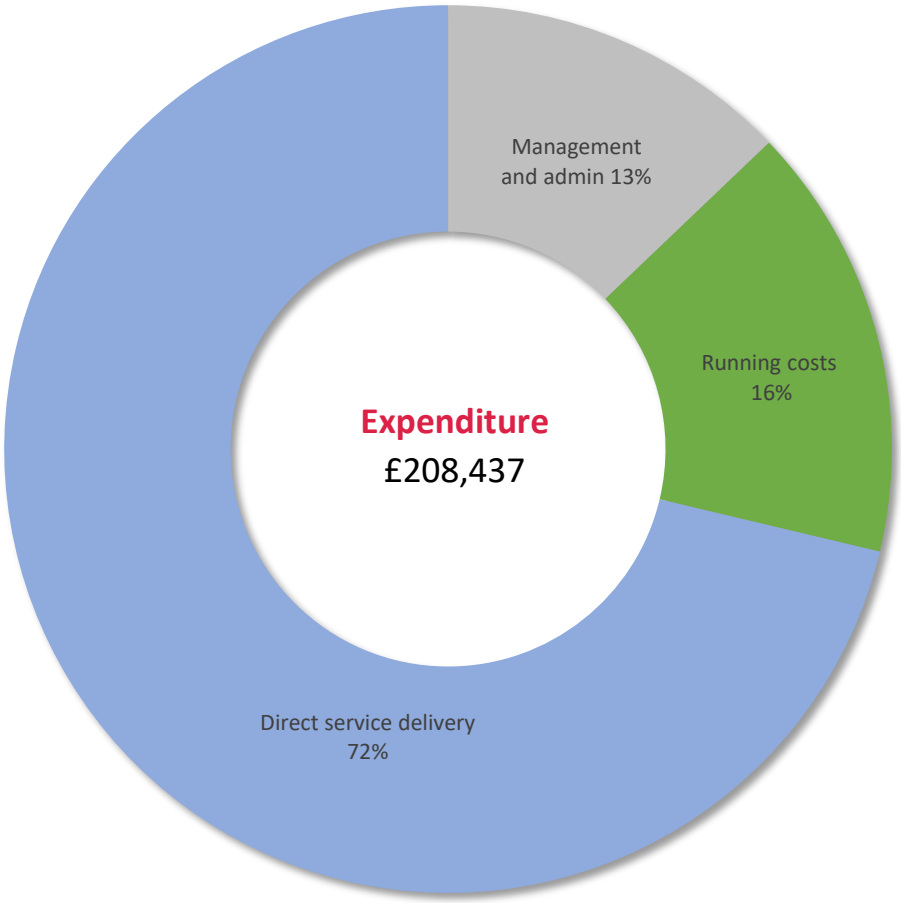
We thank the many organisations and individuals* who donated their resources, expertise, experience, time and energy. Your belief in what we do and the help you give are crucial to our success.

Beesom, Cambridge Aid, Cambridge Bikers Christmas Toy Run, Cambridge Community Nursing Trust, Cambridge City Foodbank, Cambridge Sustainable Food, Church of the Good Shepherd, Football Fun Factory, GrowKids, Jesus College, Kettle's Yard

** There are too many of you to mention individually, and many of you have requested anonymity. If we have missed you, please forgive us – COVID has stretched our capacity, and we have prioritised supporting families during this difficult time. Thank you for your understanding.*

Treasurer's report 2021/22





We ended the year 2020/21 with a surplus balance of £138,059 and ended 2021/22 with a credit balance of £161,031. Accounts for the financial year ended 31 March 2022 are available for inspection.

As the Charity has evolved, so has the complexity of the finances; this continues to be reflected in the financial statements within this report and in future annual accounts.

Budget 2021/22

Income	£188,809
Expenditure	(£201,938)
We set an in-year deficit budget of	(£13,129)
With the carry forward from 2020/21, we set an overall surplus to be carried forward as of 31 March 2022 of	**£124,930**

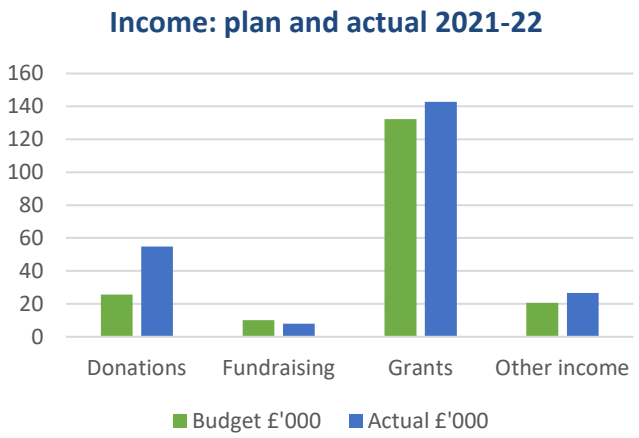
Year-end position

Income	£232,236
Expenditure	(£208,437)
The in-year surplus was	£23,799
With the 2021/22 carry forward, we ended the year with an overall balance to be carried forward as of 31 March 2022 of	**£161,858**

The difference between the original budget and the year-end position is due to a substantial increase in grant income as the Charity seeks to diversify its funding streams given the end of the main lottery funding in April 22.

As part of the detail provided within the financial statements, we have shown the brought forward balances as unrestricted, restricted, and designated. The movement between unrestricted and designated funds is in line with the updated designated funds policy (see further details below).

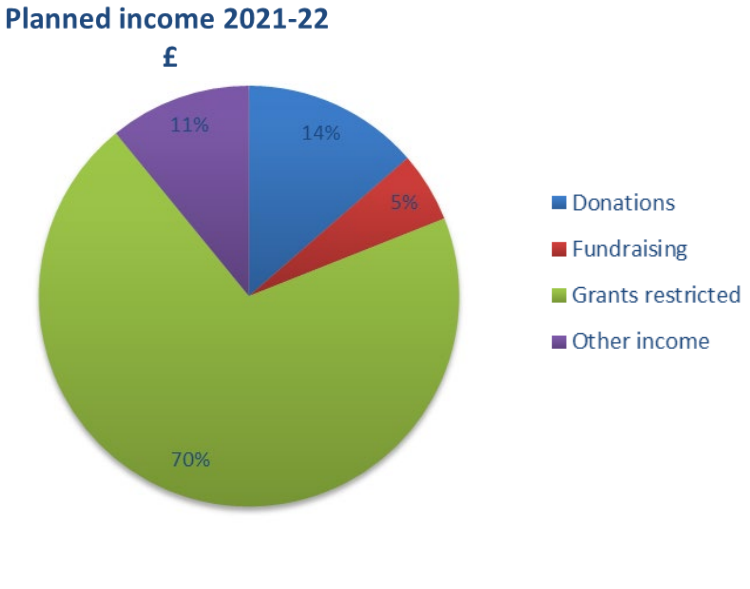
Performance

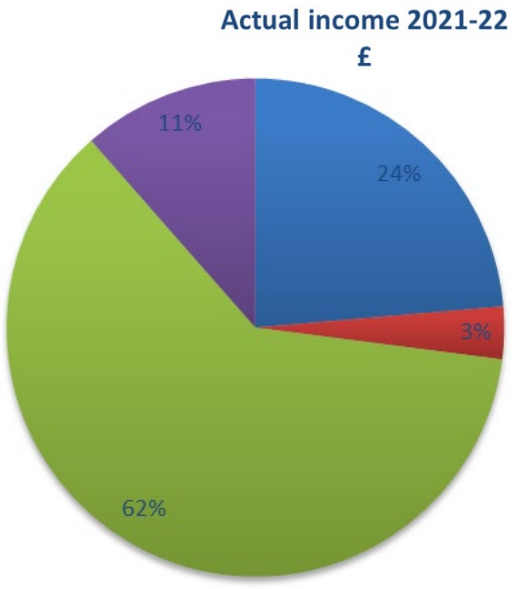


During 2021/22 we received £43,427 more income than budgeted.

Most of the additional income was generated through increased donations and additional grant funding. This was primarily due to the Project drive to diversify its income streams.

Many thanks to those who granted and donated funds so generously; please see the end of the report for more details. The additional income meant we were able to provide more support to families during the pandemic.





Funding

Lottery and other grant funders

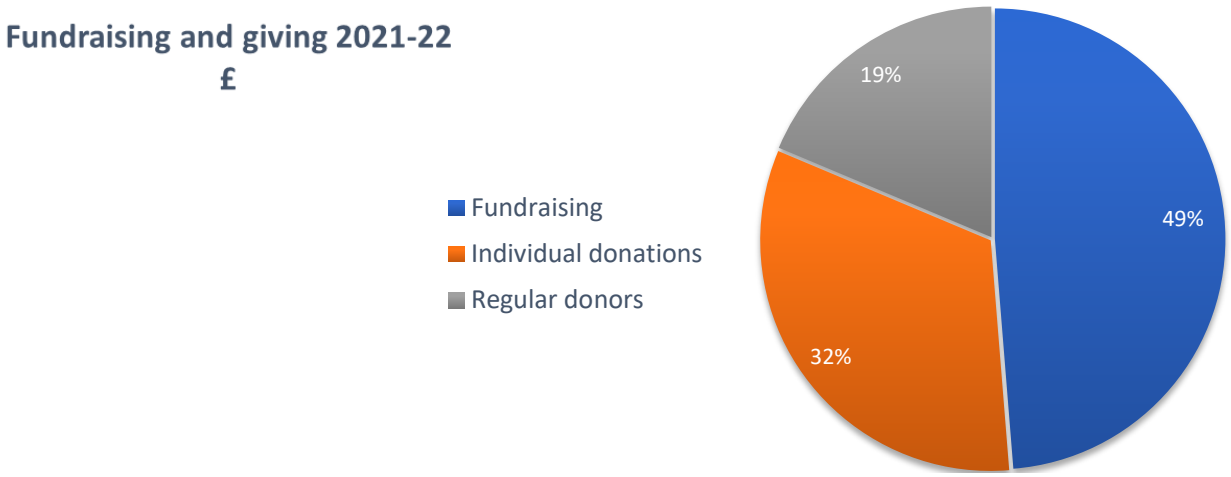
Until April 2022, The Big Lottery funded our work through our second four year Reaching Communities grant. We are grateful to have received further support from several other funders, including Cambridgeshire County Council, Cambridge City Council, and South Cambridgeshire Council.

Fundraising, groups giving and individual donors

This financial year has seen continued support through fundraising, donations from groups and organisations, and individual supporters. These funds have allowed the Red Hen Project to embark on numerous initiatives that have aided those in the community through a particularly challenging time.

We had a team run the Cambridge Half Marathon, and we ran our own successful Spring Challenge where groups and individuals chose their own challenges and raised funds.

We were gifted funds from many individuals, including over £10,000 from supporters giving regularly.



School Contributions

Our schools continue to face huge pressures on their budgets, but in recognition of the value of our work and the funding constraints we face as a charity, our schools have increased their contributions towards the costs of the service they receive from Red Hen over the last 2 years.

Business engagement

Our partnerships with Elica and Cambridge Fruit Company remain strong, plus we have had support other businesses, including significant support from Amazon, Arnold Clarke, Barratt and David Wilson Housing, Beam Group, Cambridge Consultants LLC, John Lewis, One Stop, and Tesco.

Grants for individuals

We continue to apply for and distribute funds to individual families experiencing hardship. We are particularly grateful to Cambridge Aid, along with Cambridge Community Nursing Trust and other niche funders. We also were able to support families with fuel and food, distributing and administering funds for the City Council, and specifically in Orchard Park with funds from the district council. Finally, The Ley's gave us support to set up a grant fund for families to apply for support to enable children to attend extracurricular activities – for example, Scouts, dance classes, etc.

Expenditure

The increase in the income and size of the project has allowed us to invest in increasing the size of our team, taking on external professional advice and most importantly enhancing our services.

Our Innovate grant funded two part-time family workers for a one-year period. We were also able to employ a part-time project worker to focus on our poverty relief work and to support the growth in the number of our drop-in groups from one to four.

Reserves and designated funds

Purpose

The Red Hen Project holds reserves to ensure the continuation of its services to meet its charitable aims and objectives as well as have the ability to meet financial commitments of unforeseen events. These funds are split between reserves and designated funds.

Reserves

The Charity aims to hold a sufficient level of reserves to cover the operating costs of a 3-month period in the event of a significant reduction in income. This would allow for family case work to be completed or pass on to appropriate support. These reserves can also be used for unexpected emergencies or unforeseen significant increases in operational expenditure.

The reserves provide the project with adequate financial stability and the means for it to meet its charitable objectives for the foreseeable future.

Designated funds

Designated funds are unrestricted funds that have been earmarked for a specific purpose. The Board of Trustees has approved a designated funds policy. The policy has several areas identified by the Trustees as exciting opportunities for future growth of the Charity's work. These can be found in note 7 in the annual accounts.

The Red Hen Project's reserves and designated funds position as at 31st March 2022 is as follows:

Restricted funds:		£1,542
Unrestricted funds:	- Reserves	£49,000
	- Designated Funds:	
	- Core Family Work	£40,000
	- Poverty Relief Project	£20,000
	- Transformational Funds	£15,000
	- Premises Fund	£5,000
	- General Funds	£31,316
Total funds		**£161,858**

Governance

As the Charity has evolved, it has also improved its governance arrangements. The Finance and Risk Sub-Committee reviews the Charity's financial performance, strategy, and risk profile on a quarterly basis.

THE RED HEN PROJECT

The Red Hen Project
51 Cambridge Road
Milton
CAMBRIDGE
CB24 6AW

Lisa King
Burdett King Accountancy Limited
8 The Hamiltons
Newmarket
CB8 0NF

22 May 2022

Dear Lisa

Letter of representation

The following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience such as we consider necessary in connection with your report on the charity's financial statements for the year ended 31 March 2022. These enquiries have included inspection of supporting documentation where appropriate. All representations are made to the best of our knowledge and belief.

GENERAL

1. We acknowledge that the work performed by you is substantially less in scope than an audit performed in accordance with International Standards on Auditing (UK and Ireland) and that you do not express an audit opinion.
2. We confirm that the charity was entitled to exemption under section 144 of the Charities Act the requirement to have its financial statements for the financial year ended 31 March 2022 audited.
3. We have fulfilled our responsibilities as trustees as set out in the terms of your engagement letter dated Charities Act 2011, for preparing financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice), for being satisfied that they give a true and fair view.
4. All the transactions undertaken by the charity have been properly reflected and recorded in the accounting records.
5. All the accounting records and related financial information, including minutes of all management and trustee meetings and correspondence with The Charity Commission have been made available to you for the purpose of your work.

LOANS AND ARRANGEMENTS

6. The charity has not granted any advances or credits to, or made guarantees on behalf of, trustee other than those disclosed in the financial statements.

LEGAL CLAIMS

7. We have disclosed to you all claims in connection with litigation that have been, or are expected to be, received and such matters, as appropriate, have been properly accounted for and disclosed as applicable in the financial statements.

LAWS AND REGULATIONS

8 We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.

RELATED PARTIES

9 Related party relationships and transactions have been appropriately accounted for and disclosed as applicable in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with the requirements of charity law or accounting standards.

SUBSEQUENT EVENTS

10 All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed as applicable.

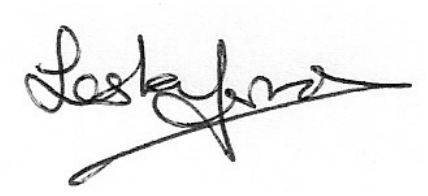
GOING CONCERN

11 We believe that the charity's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the charity's needs. We have considered a period of twelve months from the date of approval of the financial statements. We believe that no further disclosures relating to the charity's ability to continue as a going concern need to me made in the financial statements.

GRANTS AND DONATIONS

12 All grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such income.

As minuted by the trustees at their meeting of 19 May 2022.



Lesley Ford, Chair of Trustees

Independent Examiner's Report to the Trustees of The Red Hen Project

I report on the accounts of the charity for the year ended 31 March 2022.

Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the2011 Act) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- follow the procedures laid down in the general Directions given by the Charity Commissionunder section 145(5)(b) of the 2011 Act; and
- state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

1 which gives me reasonable cause to believe that, in any material respect, the requirements:

- to keep accounting records in accordance with section 130 of the 2011 Act; and
- to prepare accounts which accord with the accounting records and comply with the accounting requirements of the 2011 Act

have not been met; or

2 to which, in my opinion, attention should be drawn in order to enable a proper understandingof the accounts to be reached.



28 July 2022

Lisa King
Burdett King Accountancy Limited
8 The Hamiltons
Newmarket
CB8 0NF

Burdett King Accountancy Limited is registered in England and Wales, company registration number 8571664.
Registered Office: 8 The Hamiltons, Newmarket. CB8 0NF. Registered with the Chartered Association of Certified Accountants.

THE RED HEN PROJECT
CHARITY No: 1183845
Year ended : 31 March 2022

RECEIPTS AND PAYMENTS ACCOUNT	*Notes*	2022 Unrestricted Funds £	2022 Restricted Funds £	2022 **Total Funds £**	2021 Total Funds £
RECEIPTS					
Donations	*1.*	46,025	8,872	**54,897**	68,564
Fundraising		7,920	-	**7,920**	15,072
Grant funding					
- Lottery		-	79,930	**79,930**	77,965
- Innovate	*2.*	-	37,337	**37,337**	12,446
- Other	*3.*	-	23,600	**23,600**	19,143
Grants for individuals	*4.*	-	6,147	**6,147**	8,000
Interest received		8	-	**8**	5
School contributions		20,491	-	**20,491**	22,394
Other income			1,906	**1,906**	-
		74,444	157,792	**232,236**	223,590
PAYMENTS					
Allocated individual grants	*4.*	-	5,440	**5,440**	8,646
Clinical supervision		192	960	**1,152**	525
Drop in groups & courses		-	2,861	**2,861**	1,977
Family work resources		-	544	**544**	907
Family workers		1,507	90,591	**92,098**	64,478
Project spends	*5.*	5,238	9,158	**14,396**	19,852
Project workers		7,633	18,153	**25,786**	-
Room hire		-	3,750	**3,750**	388
Telephones		171	1,505	**1,676**	1,033
Travel & subsistence		261	2,092	**2,352**	1,673
Fundraising costs		2,642	-	**2,642**	432
Insurance & compliance		-	1,404	**1,404**	795
IT, office equipment		1,248	230	**1,478**	4,924
Marketing costs		3,645	-	**3,645**	-
Memberships & subscriptions		627	2,604	**3,231**	1,198
Miscellaneous		262	6	**268**	427
Premises		1,246	4,099	**5,345**	5,222
Professional & consultancy fees		3,286	9,395	**12,681**	1,474
Management and admin salaries		14,167	11,150	**25,317**	8,797
Stationery and postage		278	965	**1,243**	227
Training		-	1,128	**1,128**	1,995
		42,403	166,034	208,437	124,970
Surplus/(deficit) for the year		32,041	(8,242)	**23,799**	98,620
Accumulated reserves brought forward		128,275	9,784	**138,059**	39,439
Transfers between funds	*6.*	-	-	**-**	**-**
Accumulated reserves carried forward		**160,316**	**1,542**	**161,858**	138,059

BALANCE SHEET

	2022	2021
	£	£
Treasurer's account	**83,107**	57,277
Business account	**82,649**	82,281
Petty Cash	**129**	43
Debtors	**1,528**	-
Outstanding invoices	**(267)**	(313)
Payroll / pension / PAYE/NI	**(5,288)**	(1,229)
	161,858	138,059

The accounts were approved by the trustees on 9 August 2022 and signed on their behalf by:

Chairperson…….. ...Lesley Ford

Jack Atkins (Nov 14, 2022 09:02 GMT)

Treasurer…….. .....Jack Atkins

THE RED HEN PROJECT
CHARITY No: 1183845
Year ended : 31 March 2022

Notes

1. Donations

	Unrestricted Funds £	Restricted Funds £	**Total Funds £**
Amazon Cambridge	1,000		**1,000**
Arnold Clarke	1,000		**1,000**
Barratt and David Wilson Homes	1,000		**1,000**
Beam Group		1,000	**1,000**
Cambridge Consultants Ltd	1,100		**1,100**
Cambridge United Charities	1,600		**1,600**
Clare College	2,000		**2,000**
Hornbeam Trust		841	**841**
Jesus College	1,500		**1,500**
KISS Communications	500		**500**
City & University of Cambridge Masonic Charitable Trust	3,000		**3,000**
Reach Community Solar Farm		4,000	**4,000**
Redgate Software	500		**500**
Rosmarinus Charitable Trust	750		**750**
St John's Church	1,124		**1,124**
St John's College School PTA	3,000		**3,000**
Waitrose		1,000	**1,000**
Annoymous, regular and less than £500	27,951	2,031	**29,982**
	46,025	8,872	54,897

2. Innovate Funding

This is part of a £49,783 one-year Innovate grant, commencing April 2021 from Cambridgeshire County Council to provide our family support services as an extension of their Cambridge City Early Help team. Income of £12,446 was received in the previous financial year, of which £9,986 was carried forward to this year.

3. Other Grants

Alongside our Lottery Reaching Communities Grant and Cambridgeshire Couny Council Innovate Grant we also received funding from the follow organisations:

	£
Awards for All (22-23)	10,000
Cambridge City Council - Area Grant	4,500
Cambridge City Council - Community Grant	5,000
Groundworks	
- One Stop	2,000
- Tesco	1,000
Other	100
	22,600

4. Grants for individuals

We applied and received funds for individual families from the following grant-giving organisations during the year:

	£
Cambridge Aid	2,120
Cambridge City Council - Food and Fuel Poverty	1,500
CCNT	1,177
The Ley's - Extra Cirricular Fund	1,000
South Cambs Council - Winter Grant Fund	800
Other	550
	7,147

5. Project Spends

This is spend specific to our project work, funded from a variety of sources and funds (restricted, designated & unrestricted). These are costs specific to that project, but core staffing and associated overheads typically are not included in this line item.

	Opening Balances	Total Income (Grants & Donations)	Total Expenditure	Closing Balances
	£	£	£	£
Awards4All Project (a)	-	10,000	-	10,000
Back to School Appeal	-	1,490	774	716
Summer Trips* (b)	9	7,765	8,192	(418)
Christmas Appeal	1,612	785	2,402	(5)
Club Cook (c)	-	8,841	8,797	44
Corona Appeal	602	617	716	503
Food & Fuel Grant Fund (d)	-	1,500	803	697
Poverty Relief Project (e)	-	14,117	14,117	-
Red Hen Crisis Fund*	-	-	280	(280)
School Holiday Food Appeal	2,134	24	2,155	3
Winter Food & Fuel (South) (f)	(400)	900	280	220

(a) Funded by the Lottery - for project taking place 22-23
(b) Funded by Cambridge City Council Area Grant, St John's College School PTA and contributions from families attending
(c) Funded by Reach Community Solar Farm, OneStop, Tesco, Waitrose and the Hornbeam Trust
(d) Distributed and administered for Cambridge City Council
(e) Funded by Cambridge City Council Community Grant, City & University Masonic Charitable Trust, The Barnabus Oley Trust (Clare College), Cambridge United Charities, Arnold Clark, Barratt & David Wilson Homes
(f) Distributed and administered for South Cambridgeshire District Council

* In most cases internal project deficits are not carried forward to the following year, instead the shortfall is taken from unrestricted funds, where available.

6. Movement in funds

There has been movement in unrestricted funds in order to meet our reserves level and to support our designated funds policy. Designated funds have been put in place by the board for specific, time-limited purposes.

	at 1.4.21 £	Net movement in funds £	Transfers between funds £	at 31.3.22 £
Unrestricted Funds				
General funds	38,275	32,041	(39,000)	**31,316**
Designated Funds				
- Transformational funds	15,000			**15,000**
- Poverty relief project (2022-23)	13,500		6,500	**20,000**
- Core family work (Lottery gap) (2022-23)	12,500		27,500	**40,000**
- Future office/storage costs	5,000	-	-	**5,000**
- Translation services	5,000		(5,000)	**-**
- Reserves	39,000		10,000	**49,000**
Restricted Funds	9,784	(8,242)		**1,542**
Total Funds	138,059	23,799	-	**161,858**

THE RED HEN PROJECT

England & Wales - Charity number 1183845

Accounts

THE RED HEN PROJECT

.....it takes a village

to raise a child.....

Annual Report & Accounts 2020-21

LOTTERY FUNDED

www.redhenproject.org Registered Charity No. 1183845
51 Cambridge Road, Milton, Cambridgeshire, CB24 6AW

About Red Hen

Registration

Charity Registration Number: 1183845
(previously 1072190, formed 1998)

Registered Address:
51 Cambridge Road, Milton, Cambridge, CB4 6AW

Trustees

Lesley Ford (Chair)
Rev Dave Maher (Vice Chair)
Paul Connelly (Secretary)
Jack Atkins (Treasurer)
Bobby Ford
Jane Rickell (from September 2020)
Kevin Price
Kirsty Cooke
Miranda Gomperts
Sophie Evans

Project Lead

Sarah Crick

Independent Examiner

Lisa King – Burdett King Accountancy Limited
8 The Hamiltons, Newmarket, CB8 0NF

Bankers

Lloyds Bank, 125 Chesterton Rd, Cambridge, CB4 3AU

Structure, governance, and management

The charity is governed by a constitution adopted on May 2019

The charity is a Charitable Incorporated Organisation (CIO), formed on 1st April 2020

Contents

- Chair's foreword
- Achievements and highlights
- Outcomes and impact
- Our mission, aims and values
- Public benefit
- Our work and approach
- Governance
- Our thanks
- Treasurer's report
- Audited accounts

Achievements and Highlights

- We started the year **rapidly adapting** to the grim reality of the emerging COVID 19 crisis, when on March 17th we **switched our service model** to focus on being **as responsive as possible to the needs of children and families** at this difficult time
- This became the beginning of what was to become a core part of our work during the pandemic – **providing an emotional lifeline along with practical support on the doorstep** when delivering food and emergency family supplies, such as washing powder, shampoo, soap, toothpaste, and sanitary items

During the first lockdown we provided practical help through these deliveries of essentials along with children resources such as chalk, paper, pens, pencils, toys, books and games providing a much-needed distraction to over 400 children in around 150 families – especially those confined to flats with no outdoor space

- During the first lockdown we provided practical help through these deliveries of essentials along with **children resources** such as chalk, paper, pens, pencils, toys, books and games providing a **much-needed distraction to over 400 children** in around 150 families – especially those confined to flats with no outdoor space
- Within days of the lockdown being put in place we contacted families outside our 121 casework and started to have **regular online drop-in sessions** where families could connect and share experiences
- Core 121 family work continued, but the caseload moved to supported **online** and over the phone, which brought with it challenges and opportunities

During the school closures we worked closely with schools - heads, inclusion and safeguarding staff - to help families isolating at home, and then support families getting those children most in need into school once they were able.

- COVID-19 has caused increasing levels of poverty, and we forged an incredibly beneficial partnership with local business **Cambridge Fruit Company** who galvanised its customers to donate fruit and vegetable boxes
- We have become active members of the local **Food Poverty Alliance** and part of the emergency COVID19 response across the city working alongside **community food hubs**, building a relationship with **Cambridge Sustainable Food**
- We further developed our partnership with **FareShare** and joined new food sharing platform **Neighbourly**, continuing to harness volunteers to help with the collection of surplus food, from M&S and Aldi as well as our longstanding arrangement with Tesco, on a weekly basis, before we re-distribute it to families in need
- Our established links to **Cambridge City Foodbank** continued and with whom we developed **Club Cook**, our virtual budget cookery groups supported by **Cambridge Community Foundation** and delivered with the help of **Church of the Good Shepherd's** family chaplain **Anastasia Sanders**

As soon as guidelines allowed and venues became available, we set up a **new COVID'safe Drop-In** a large space at **Arbury Community Centre** which provided essential contact and support for families as lockdowns eased

- We tailored and delivered 121 sections of our **Raising Children course** with parents and carers, as we were unable to deliver the course to groups

- Local grant providers **Cambridge Aid** and homelessness charity **Emmaus** became a key partner in our response to **digital exclusion** experienced by some of our families
- We managed to take 26 families to Shepreth Zoo for a COVID safe **family summer day trip** with the help of **The Ley's** who provided a shuttle service ferrying individual families from North Cambridge in their minibuses - the school also supported 26 families from 10 families to go bowling later in the year
- Working with our Cambridge City Foodbank volunteer Hilary Duncan, we created a **Lockdown Survival Shopping List and Meal Planner** based on the £15 vouchers given to families to feed children during lockdown

At her retirement, we were able to announce our senior family worker Chris O'Reilly has been recognised by the Queen for her services to the community and received the British Empire Medal - following 16 years of outstanding service to the charity and our community we sprang a surprise virtual retirement Zoom

- In partnership with **Kettles Yard's community arts project** for North Cambridge, we delivered a project for families focused on early years communication and literacy at **Church of the Good Shepherd**, that culminated in the **publication of a children's book**
- Despite the Cambridge Biker's Santa Toy Run being cancelled due to COVID, we still received huge support from friends, family and the wider public for our **Christmas gifts appeal** with **presents** delivered to over 150 children and Christmas hampers from the **Cambridge City Foodbank** and the **Besom Project** were distributed to our most-in-need families
- Continued to **strengthen of our trustee board**, with the addition of Jane Rickell who was one of the three head teachers that originally played a role in creating the charity
- Local business **Elica** gave us a free office in their converted house in Milton
- After being offered temporary storage space during the lockdown, we moved into a dedicated space on the ground floor of the **Allia Future Business Centre**
- Successfully onboarded an outstanding **new senior family worker** Rachel Bennet in April and **additional family worker** Theresa Quarmby in November amid lockdowns and school closures

Towards the end of the year, we secured Innovate funding from Cambridgeshire County Council, for a pilot project extending the capacity of the locality Early Help team, and recruited two additional family workers to deliver this work which starts in April 2021

- Staff complete **Youth Mental Health First Aid** training and accreditation, and started to implement the **Family Outcomes Star**, a nationally recognised tool and method of structuring work with families which measures distance travelled
- Joined two additional and highly beneficial networks coordinated by **Cambridge Housing Society (CHS)** – **the Financial Capabilities Group** and the **Cambridge and South Cambs Charity Network** – accessing knowledge, sharing challenges, creating solutions, and forging partnerships
- We ran our first successful fundraising project, our **Spring Challenge raised over £13,000**
- **Huge thanks** to John Stead, Miranda Gomperts, Dani Guy, Sheila Ceccarelli, Andy Clements, Barry Shapiro, Fabian and Tilly Gomperts Willis, Sarah Bolt, Annemarie and Fionnua Donovan and Mary-Clare Smiley, Bobby Ford, Kate, Hugh and Lizzie Molloy, Helen Mulligan, Andre Kramer, Natalie Bicheno, Kate Swindlehurst, Sam Skeaping, Antony Quinn, Jane Dominey, Nadine Grauer, Jane Dominey, Annabelle Deakin, Catherine Morris, Lisa Armitage, Christine O'Reilly, Diane Rawlins, Dora Parreira, Flora Sheldon, Helen Arnold, Helen Forbes, Geraldine Ellis, Gill Haughan, Jane Carmichael, Jess Pearson, Jesse Evans, Lily Morris, Mary Hall, Rachel Telfer, Rebecca Merriman, Sarah Upjohn, Tim Evans, Kathy Whiting, Zoe Oram, Pippa and Sophie Evans.

Outcomes & impact

Our COVID Response

- *'Thank you so much for all your help and support during this hard time we were and still not allowed to leave our house and getting deliveries from shops was hard also due to hubby being the only one to earn we've had no money so this service was critical to us and we can't thank you enough'*
- *'Me and my family were struggling, to see a friendly face and have the help was appreciated so much'*

28% said the deliveries were ***'Crucial'***

a further **68%** reported our deliveries were ***'Really Useful – as it was difficult to get to the shops/buy items'***

- *'The arts and crafts and packs were great as it gave my kids different things to do and extra ideas. Kept them entertained which was crucial during lockdown. The food was a massive help financially as my son is celiac and its expensive.'*
- *'I have 5 children and trying to go shopping was very hard and I would always get looks and abuse from people in the line outside. When we had to line up to come in. So I am very grateful for the Red Hen deliveries. Having no family to help me -so Red Hen was my only help.'*

54% said seeing Red Hen for a quick hello and chat on the doorstep was ***'Crucial – I was stressed/worried/anxious, it was a real highlight'***

a further **35%** said it was ***'Really helpful - Just to see another adult and have someone ask how I was, and how we were doing, was lovely'***

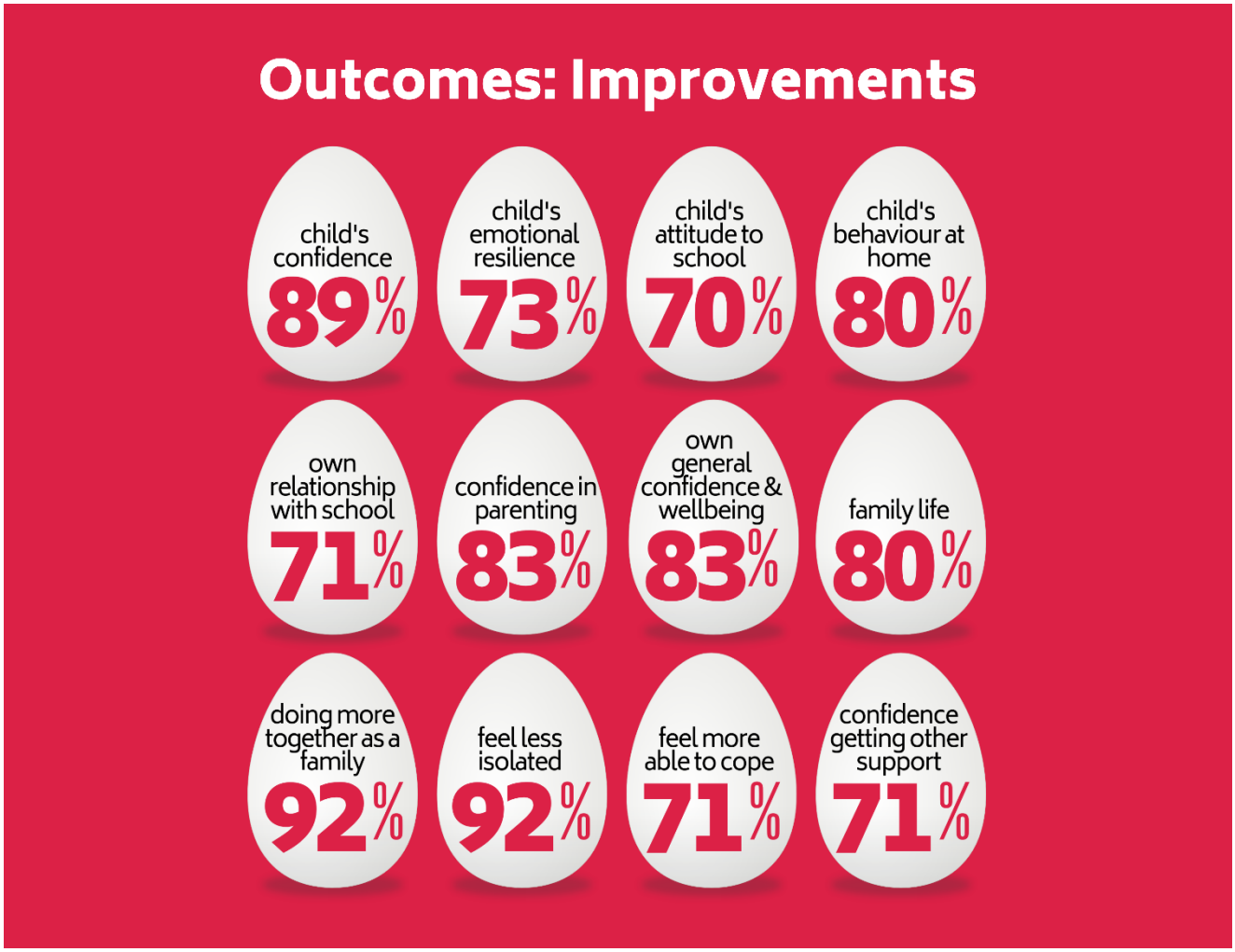
- *'I can't express how helpful they were. Seeing another adult for a quick chat was also a huge help. The fruit and veg boxes encouraged me and my children to try new things and it helped me cook new healthy meals for us. I now continue to cook healthy homemade dinners more than I did before lockdown. Thank you.'*
- *'The help I got was immeasurable. My children and I were always so grateful and happy to see Maria and if we were in crisis or desperation they were there.'*
- *'Was really nice to have a friendly face at the door in such a stressful time. Just like to say a massive Thank you for everything you all did for me and my family!'*
- *'The deliveries were an absolute life saver for me and my 2 children it wasn't just the food that helped us out, it was being to see someone and it was the same person so you got to know them. Sometimes it came with extra treats like books or craft packs and my kids went crazy, the look on their faces, it was like Christmas they were very excited. I don't know how the wound have coped without the Red Hen and there support week after week.'*
- *'Red Hen have helped me and my family for years they are absolutely amazing I couldn't imagine being without them'*

Our Intensive Casework

100% of families

- *would seek support from Red Hen in future if needed*
- *would recommend others getting support from Red Hen*

- *[Red Hen] helped me through my separation by listening to me and helping me to get things sorted by putting me in the right direction. I was struggling to think about how I have to be organised. They talked through all the struggles and helped me to make decisions.*
- *Really good advice and always being there to talk to*
- *Helped me get a referral for my daughter with suspected ADHD helped me with tips and advice to help my daughters behaviour at home*
- *By listening and not judging*
- *[My family worker] has been very pleasant to work with. With her advice and guidance, she has helped my family overcome several issues that we had before. She is very passionate about her work, kind, and caring. I am very satisfied with her in all possible aspects.*
- *Support weekly to the all family, especially over lockdown when my son was struggling and having meltdowns*
- *[My family worker] has been a steadying influence*



Our, mission, aims and values

'It takes a village to raise a child' – our vision is to create that village

Our **mission** is to create a supportive and self-reliant community where children can take advantage of every opportunity to contribute fully to society and fulfil their lives.

Children experiencing trauma, crisis or challenging behaviour will have **improved emotional and physical wellbeing, and improved engagement with education**

Schools, support agencies and statutory bodies will be **better co-ordinated** to meet local needs, and **reduce isolation** for families

Parents facing family crisis will have **increased their parenting skills, confidence, and emotional wellbeing**

Families will have **improved links** with others in their communities and to be **better able to support others** with similar problems

Our aims are to

- **support** vulnerable families and children and **improve** life chances
- **advance** the education of children by helping to remove barriers to learning
- **nurture** positive parenting skills in our families and the wider community
- **prevent** truancy and exclusions, and **encourage** parental involvement in their children's learning
- **build** more positive relationships between families, their schools, and communities
- **help** families move from dependence to independence
- **foster** social integration, access, and participation, thus reducing social isolation
- **co-ordinate** support in a focused way, **promoting** inter-agency liaison and co-operation
- **enable** vulnerable families to seek appropriate support from other agencies

Our values mean we

are **caring, supportive, encouraging, independent** & **trustworthy**	strive to be **non-judgemental, approachable** & **friendly**	**respect** the families & children with whom we work	seek to **empower** our families, **enabling** them to resolve the difficulties they may be experiencing
are committed to our **local community**	believe in benefits of **proactively** working with other agencies	are committed to **continuous development** and the value of **lived experience**	believe in using **early intervention** to address initial difficulties a family may encounter to **prevent** them developing into significant problems

Public benefit

This progress against our outcomes leads to an overall impact of **families in the community being happy and fulfilled**, and able to make **positive contributions to society**, leading to **self-efficacy** in our communities.

- Children have **improved their life chances**, through **developing confidence and emotional resilience**
- Families have **improved family relationships**, through **developing effective**, **responsible parenting skills**
- Families have **improved engagement with the community**, and **reduced isolation**
- Families have **improved their life chances**, and are **less reliant on outside intervention**

Our work and approach

Why we exist

The Red Hen Project operates in the socially and economically disadvantaged areas of North Cambridge – an area where there is often a reliance on welfare and social care. This reliance can perpetuate the cycle for many families in our community, creating a 'poverty trap' for future generations. We aim to break this cycle, by encouraging and supporting families from dependence to independence, through a range of strategies and activities.

Who we help

The Red Hen provides family support through a home and school liaison programme. We support primary school children and their families, with a particular focus on children who are displaying emotional and behavioural difficulties. The nature of our organisation and the approach we take means that we not only help the child's parents and other carers but usually work with the siblings of these children, who do not necessarily attend one of our partner schools.

What we do

Through the work of family workers, the Red Hen Project supports families to enable them to

Create independent support strategies | **Improve parenting & life skills** | **Develop positive engagement with education** | **Increase confidence** | **Reduce isolation**

This work supporting families, in turn, gives the community the capacity and resilience to tackle the roots of social problems at the earliest opportunity.

How we do it

The Red Hen Project focuses on the **individual needs of each child** and their families; there is **no one-size-fits-all** approach. Almost anything that is making life difficult for children and parents can be tackled. We prioritise one-to-one support, complemented by peer support, and help families to become independent. This may include, but is not limited to; reluctance to attend school, addressing behaviour difficulties both at home and school, routines, accessing out of school activities; helping families with housing, benefits, or debts issues; supporting families and children through the challenges of relationship breakdown, domestic violence, mental or physical health

Our approach, our philosophy

Our approach is a **family-centred** model, which is tried and tested by both Social Care and Health – informed by current and ongoing research. We aim to deliver frontline services that can help families, children, and young people by focusing on their needs. This approach, and the use of the Early Help Assessment (formerly the Common Assessment Framework), is used to give effective early intervention.

We work within a **multi-disciplinary** framework and adopt a wide range of approaches as necessary. We also adopt the principles of the Children and Families Act 2014 (formerly Every Child Matters), as we feel that these principles focus on positive outcomes and the themes are more relevant than ever.



Intensive support

We work with families on a one-to-one basis for seven months on average, but we have the flexibility for this intensive support to be in place for over a year, if needed. We work together at home and in the community to improve family life and relationships. Food poverty is a recurring issue. We are authorised to refer our families to the local Foodbank, have a partnership with FareShare to redistribute surplus food, and hold our own emergency fund to support families in crisis.

Support in the community

Community-based support is crucial in developing relationships and reducing isolation. We provide a comfortable, supportive and non-threatening environment for isolated families, where they can recieve advice, guidance, and signposting. The weekly groups are a powerful tool for engaging hard-to-reach families, enabling them to gradually build relationships on their own time frame. We organise day trips to enable families to spend time together and build friendships leading to peer support, removing barriers such as lack of finance or transport, lack of confidence, language, or disability. Both the groups and trips are instrumental in fostering peer-to-peer support.

Building skills through workshops and courses

Through our referrals we have identified a need for effective parenting strategies. We run a mixture of one-off workshops and eight-week accredited courses, allowing inclusive participation. The proven impact of these strategies is a calmer home life, better family communication, and greater attainment and attendance at school. In addition we run cookery courses, giving around six to eight families at a time the skills and confidence to cook healthy family meals on a tight budget.

Governance

Charitable Objects

The **charitable objects** of the charity as set out in our new Constitution are

To advance the education and development of children and their parents/carers in North Cambridge by providing support, activities and services designed to

- develop the capabilities, competencies, skills and understanding of parents/carers
- support children and families facing emotional and behavioural challenges
- reduce the number of children and families with emotional and behavioural challenges
- improve school attendance and educational performance
- increase empowerment and participation of hard-to-reach families
- improve social integration, access, and participation in the community

Powers and delegations

The Board of Trustees hold all the charity's powers and authorities. The Board is ultimately responsible for the overall control and strategic direction of the charity and the protection of its assets. Day-to-day running of the charity is the responsibility of the Project Lead, Sarah Crick.

The Trustees of the charity are appointed by the Board and are representative of our community, our families, and our schools, and met six times during 2020-21. Trustees are re-elected annually at the AGM, unless they choose not to stand for re-election. Our quorum is two, or the number nearest to a third of the total number of trustees, whichever is greatest. The names of Trustees who served during the year are set out on page 2.

New Trustees attend an initial meeting where they are provided with a full report on the charity's activities and what their roles and responsibilities are as Trustees. Trustees are encouraged to call meetings of Trustees whenever they feel it is necessary to discuss any issues that arise. Ongoing training is available as needed.

Statement of responsibilities of the Trustees

Red Hen's Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

The Trustees review and agree financial statements for each financial year which give a true and fair view of the state of the affairs of the charity.

The Trustees are responsible for ensuring the employees of the charity maintain proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charity Commission's requirements.

The Trustees 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.

Statement of Public Benefit

The Trustees confirm that they have complied with the duty in the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

That guidance addresses the need for all charities' aims to be, demonstrably, for the public benefit.

The Red Hen Project addresses its objectives through the provision of early intervention in the form of intensive family work. This is complimented by a range of outreach support designed to support children and families on their journey to independence. Achievements over the year are highlighted in this report.

We aim to help children and families experiencing challenges and disadvantage in our community, and no person is excluded on the grounds of race, religion, gender, sexual orientation or social position.

Our thanks

Our staff and volunteers

Our greatest thanks go to our small team of amazing family workers - **Rachel Bennett**, **Maria David** and **Theresa Quarmby** - who have gone above and beyond to support children and their families through a year of unimaginable difficulties with kindness and passion. They have ensured families are treated with dignity and compassion whilst building their confidence and supporting them to independence.

Alongside the core team, **Will Males** was crucial to our COVID response in the Spring, and **Kathy Skill** and **Rhianna Milton** have been integral to that continued support and to delivering new projects responding to the pandemic.

The role of **volunteers** has grown in importance during this first pandemic year. We thank all those individuals who volunteered in any capacity, and are grateful for all their hard work and commitment. We particularly thank

- our 'Nigella', **Hilary Duncan,** for all her dedication to the development and delivery of Club Cook
- professional writer **Rachel Extance** for giving her time and expertise
- **Dan Woodford** for his help collecting food donations, **Andrea Clamp** for helping him, and joining forces with **Jacquie Davidson** to support our Spring Challenge fundraising efforts

Our partnerships

As always, we thank the heads, teachers and wider staff of our partner schools, especially in this challenging year.

We thank both the many organisations and individuals* who have donated their resources, expertise, time and energy, and in many cases funds too. Your belief in what we do and the help you give, is crucial to our success.

The Ley's, GrowKids, Beesom, Cambridge Aid, Corkscrew, The Haymakers Pub Quiz, Cambridge Sustainable Food, Matt Innes and Beam Group, Cambridge Bikers Christmas Toy Run, Cambridge Community Nursing Trust, Cambridge City Foodbank, The Football Fun Factory, Church of the Good Shepherd, Arbury Community Centre

Particular thanks to go to

- local software company **Elica** for both their kind donations, and giving us our own our office space
- landlady **Liz Jeffries** and Benson for turning the The Haymakers pub in Chesterton into a donation hub
- Neil Bharadwa and the incredible customers of **Cambridge Fruit Company**

Our funders

The National Lottery Community Fund, John Lewis, Barnabas Oley Trust (Clare College), ARM, Displaylink, Trinity College Chapel, Go Glass, Dassault Systemes, Cambridge United Charities, Reach Community Solar Farm, Cambridge City Council, Costello Medical, Cambridgeshire Community Foundation, Great St Mary's Church, Cambs Cuisine, St John's College, Rosmarinus Charitable Trust, St John's Church, Masonic Charitable Trust, FareShare, Cambridgeshire County Council, St Andrew's Church - Stapleford, St John's College School Parent's Association, Richmond Road Residents' Association, KISS Communications

and other fundraisers, individuals and groups*, including

Julia Sang, Herbert Kenward, Mr & Mrs Barrett, J Dominey, A & L Harris, E Klaar, Andrea Senf, Amy Cooper, Schaf & Lau, Colin Bell, Dr David Parry, Rev Charles Fraser, Miss Brenda Disbrey, Family & Friends of Jo Robbins, Unite, Chamifealion Trust, James & Susannah Lewis, Castle Townswomen's Guild, Cambridge Soroptimists, Holly Rowland, Dr Helen Cook, Philippe Cotrel, Elain Fulton, Lucy Howson, Dr Sarah Howlett, Heidi Mulvey, Jeremy Davies and Bridget Bradshaw

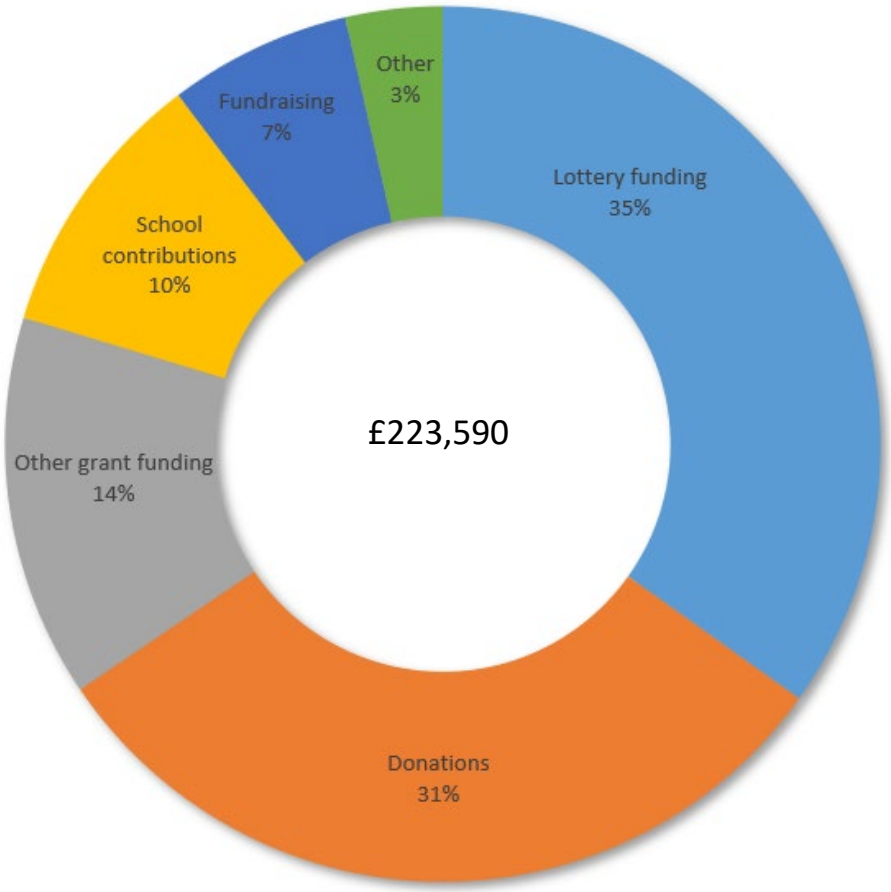
plus our Spring Challengers, (listed earlier in the report), and all our anonymous donors

Your donations and grants have enabled us to deliver a professional and effective service helping those children and families most in need. Our lottery funding does not cover all our costs and we therefore count on your generosity to transform children and families' lives.

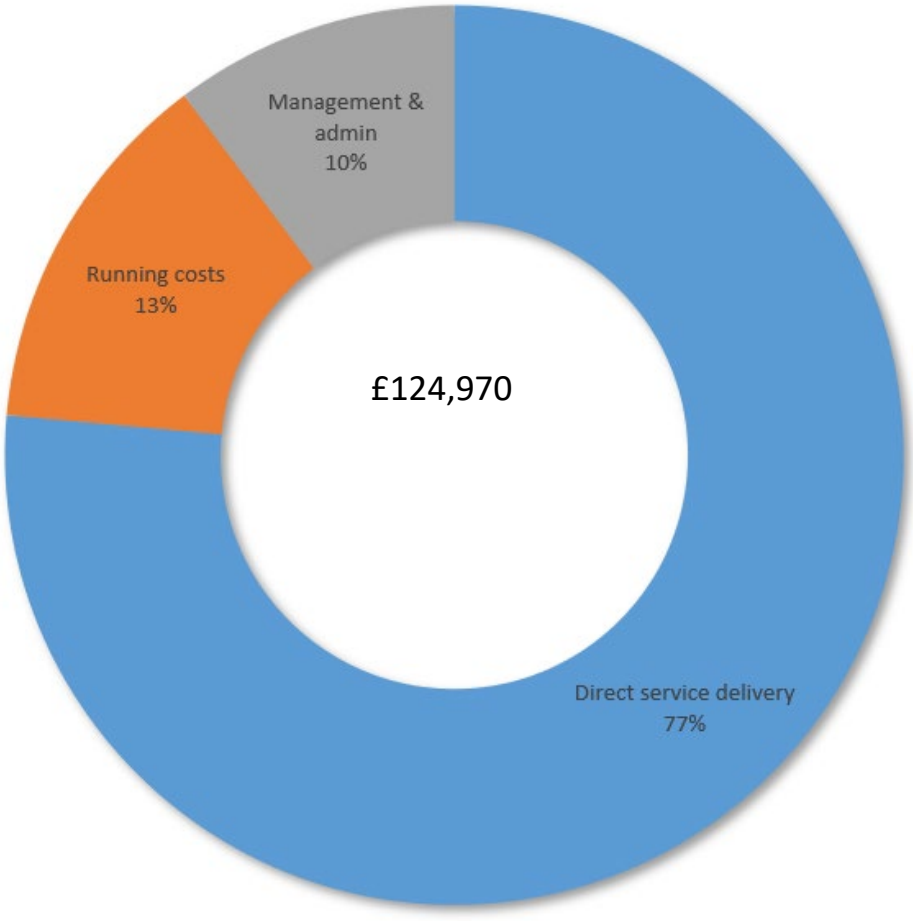
** There are too many of you to mention individually, and many of you have requested anonymity. If we have missed you, please forgive us – this year has stretched our capacity to the limits, and we have prioritised supporting families during this difficult time. Thank you for your understanding.*

Treasurer's report 2020-21

Income



Expenditure



We ended the year 2019-20 with a credit balance of £39,439 and ended 2020-21 with a carry forward of £138,059.

Budget 2020-22

Income	£118,608
Expenditure	(£92,135)
We set an in-year surplus budget of	£26,473
With the carry forward from 2019-20, we set an overall credit budget to be carried forward as of 31 March 2021 of	**£65,912**

Year-end position

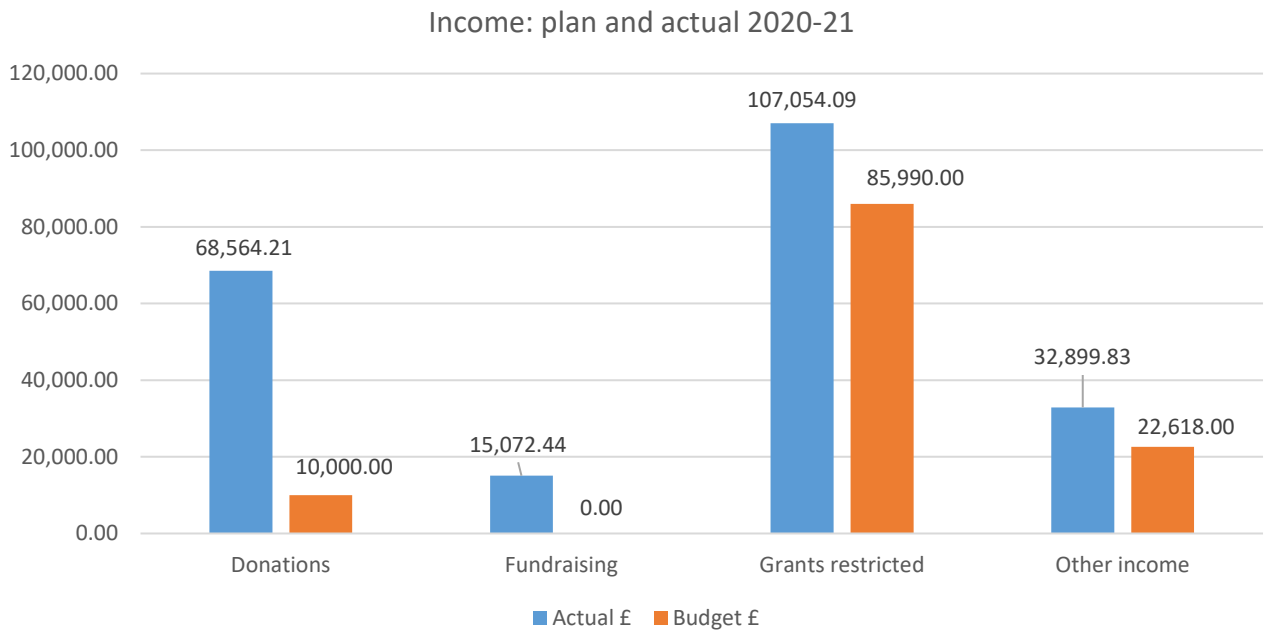
Income	£223,590
Expenditure	(£124,970)
The in-year surplus was	£98,620
With the 2019-20 carry forward, we ended the year with an overall credit budget to be carried forward as of 31 March 2021 of	**£138,059**

The difference between the original budget and the year-end position is due to a substantial increase in donations and fundraising income during the COVID-19 pandemic.

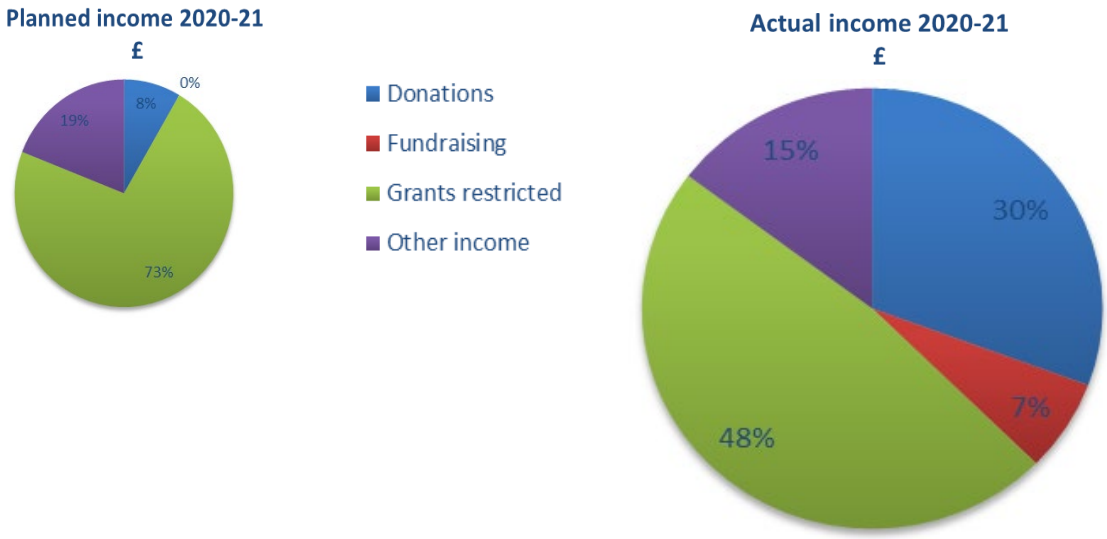
Accounts for the financial year ended 31 March 2021 are available for inspection.

Performance

During 2020-21 we received £223,590 income, £104,982 more than budgeted.



The majority of the additional income was generated through increased donations and fundraising. This was primarily due to the Project raising its profile during the COVID-19 pandemic.



Many thanks to those who granted and donated funds so generously; please see the end of the report for more details. The additional income meant we were able to provide more support to families during the pandemic.

As the Charity has evolved, so has the complexity of the finances; this continues to be reflected in the financial statements within this report and in future annual accounts.

As part of the new detail provided within the financial statements, we have shown the brought forward balances as unrestricted, restricted and designated. The movement between unrestricted and designated funds is in line with the updated designated funds policy (see further details below).

Funding

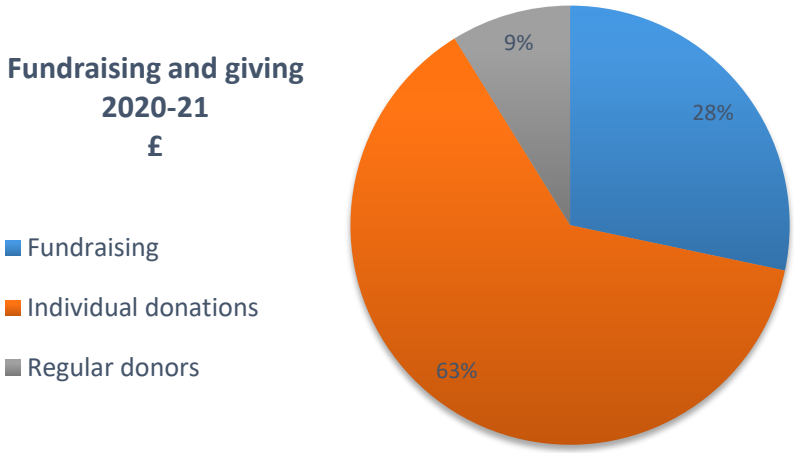
Lottery and other funders

The Big Lottery fund our work through a Reaching Communities grant, committing over £300,000 to support the Project's work from May 2018-April 2022. This grant part-funds salaries, training, parenting groups and workshops, resources, and general running of the project.

We were happy to have received support from a large number of other funders, including Cambridgeshire County Council, Cambridge City Council, Cambridge United Charities, Reach Community Solar Farm, The Masonic Charitable Trust, Ley's Community Grant, and FareShare.

Fundraising and individual giving

This financial year has seen our income diversify to include fundraising and individual giving, and we have also increased donations from groups and organisations. We received nearly £5,000 from new supporters giving regularly.



Business Engagement

Our work to engage the local business community, especially with the assistance of Cambridge Fruit Company, led to new support from many businesses, including ARM, Dassault, Displaylink and Elica, to name only a few.

These funds have allowed the Red Hen Project to embark on numerous initiatives that have aided those in the community through a particularly challenging time.

Reserves and designated funds

Purpose

The Red Hen Project holds reserves to ensure the continuation of its services to meet its charitable aims and objectives as well as have the ability to meet financial commitments of unforeseen events. These funds are split between reserves and designated funds.

Reserves

The Charity aims to hold a sufficient level of reserves to cover the operating costs of a 5-month period in the event of a significant reduction in income. This would allow for family case work to be completed or pass on to appropriate support. These reserves can also be used for unexpected emergencies or unforeseen significant increases in operational expenditure.

The reserves provide the project with adequate financial stability and the means for it to meet its charitable objectives for the foreseeable future.

Designated funds

Designated funds are unrestricted funds that have been earmarked for a specific purpose. The Board of Trustees has approved a designated funds policy. The policy has a number of areas identified by the Trustees as exciting opportunities for future growth of the Charity's work as well as prudent funds for when the Lottery funding ends in April 2022. These can be found in note 7 in the annual accounts.

The Red Hen Project's reserves and designated funds and its policy are set out as follows:

	As at 31st March 2021
Restricted funds:	£9,784
Designated funds:	
- Reserves	£39,000
- Transformational and transitional risks	£15,000
- Poverty relief project (2022-23)	£13,500
- Core family work (lottery gap (2022-23)	£12,500
- Future office/storage costs	£5,000
- Translation services	£5,000
General funds:	£38,275
Total funds	**£138,059**

Governance

As the charity has evolved, increased levels of governance have been implemented. A Finance and Risk sub-committee is in place to review the charity's financial performance, strategy, and risk profile.

Audited accounts

THE RED HEN PROJECT

The Red Hen Project
51 Cambridge Road
Milton
CAMBRIDGE
CB24 6AW

Lisa King
Burdett King Accountancy Limited
8 The Hamiltons
Newmarket
CB8 0NF

20 November 2021

Dear Lisa

Letter of representation

The following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience such as we consider necessary in connection with your report on the charity's financial statements for the year ended 31 March 2021. These enquiries have included inspection of supporting documentation where appropriate. All representations are made to the best of our knowledge and belief.

GENERAL

1. We acknowledge that the work performed by you is substantially less in scope than an audit performed in accordance with International Standards on Auditing (UK and Ireland) and that you do not express an audit opinion.
2. We confirm that the charity was entitled to exemption under section 144 of the Charities Act the requirement to have its financial statements for the financial year ended 31 March 2021 audited.
3. We have fulfilled our responsibilities as trustees as set out in the terms of your engagement letter dated Charities Act 2011, for preparing financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice), for being satisfied that they give a true and fair view.
4. All the transactions undertaken by the charity have been properly reflected and recorded in the accounting records.
5. All the accounting records and related financial information, including minutes of all management and trustee meetings and correspondence with The Charity Commission have been made available to you for the purpose of your work.

LOANS AND ARRANGEMENTS

6. The charity has not granted any advances or credits to, or made guarantees on behalf of, trustee other than those disclosed in the financial statements.

LEGAL CLAIMS

7. We have disclosed to you all claims in connection with litigation that have been, or are expected to be, received and such matters, as appropriate, have been properly accounted for and disclosed as applicable in the financial statements.

LAWS AND REGULATIONS

8 We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.

RELATED PARTIES

9 Related party relationships and transactions have been appropriately accounted for and disclosed as applicable in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with the requirements of charity law or accounting standards.

SUBSEQUENT EVENTS

10 All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed as applicable.

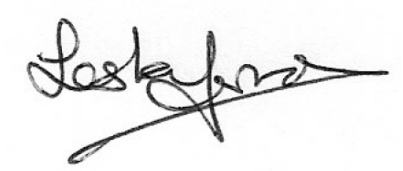
GOING CONCERN

11 We believe that the charity's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the charity's needs. We have considered a period of twelve months from the date of approval of the financial statements. We believe that no further disclosures relating to the charity's ability to continue as a going concern need to me made in the financial statements.

GRANTS AND DONATIONS

12 All grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such income.

As minuted by the trustees at their meeting of 11 November 2021.



Lesley Ford, Chair of Trustees

Independent Examiner's Report to the Trustees of The Red Hen Project

I report on the accounts of the charity for the year ended 31 March 2021.

Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the2011 Act) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

1 which gives me reasonable cause to believe that, in any material respect, the requirements:

- to keep accounting records in accordance with section 130 of the 2011 Act; and
- to prepare accounts which accord with the accounting records and comply with the accounting requirements of the 2011 Act

have not been met; or

2 to which, in my opinion, attention should be drawn in order to enable a proper understandingof the accounts to be reached.

Lisa King
Burdett King Accountancy Limited
8 The Hamiltons
Newmarket
CB8 0NF



Audited accounts

THE RED HEN PROJECT
CHARITY No: 1183845
Year ended : 31 March 2021

		2021				2020
RECEIPTS AND PAYMENTS ACCOUNT	*Notes*	Unrestricted Funds £	Designated Funds £	Restricted Funds £	**Total Funds £**	Total Funds £
RECEIPTS						
Donations	*1.*	54,354		14,210	**68,564**	17,413
Fundraising		15,072			**15,072**	2,357
Grant funding						
- Lottery				77,965	**77,965**	76,070
- Innovate	*2.*			12,446	**12,446**	-
- Other	*3.*		2,500	16,643	**19,143**	4,000
Grants for individuals	*4.*			8,000	**8,000**	815
Interest received		5			**5**	10
School contributions			22,394		**22,394**	13,666
		69,431	24,894	129,264	**223,590**	114,331
PAYMENTS						
Clinical supervision				525	**525**	1,050
Drop in groups & courses				1,977	**1,977**	2,365
Fundraising costs		432			**432**	342
Grants for individuals	*4.*			8,646	**8,646**	905
Insurance & compliance				795	**795**	968
IT, office equipment	*5.*	451		4,473	**4,924**	2,315
Marketing costs					-	1,231
Memberships & subscriptions				1,198	**1,198**	505
Miscellaneous		372		55	**427**	-
Premises				5,610	**5,610**	1,510
Professional & consultancy fees				1,474	**1,474**	2,347
Project spends	*6.*			19,852	**19,852**	2,959
Salaries				74,183	**74,183**	93,038
Stationery and postage				227	**227**	13
Telephones				1,033	**1,033**	558
Training		1,995			**1,995**	1,015
Travel & subsistence				1,673	**1,673**	972
		3,250	-	121,720	**124,970**	112,095
Building Capabilities - surplus/(deficit) - 2020		-	-	-	-	(9,398)
Surplus/(deficit) for the year		66,182	24,894	7,544	**98,620**	11,634
						2,236
Accumulated reserves brought forward		37,057	142	2,240	**39,439**	37,203
Transfers between funds	*7.*	(90,000)	90,000	-	-	-
Accumulated reserves carried forward		**13,239**	**115,036**	**9,784**	**138,059**	39,439

BALANCE SHEET

	2021 £	2020 £
Treasurer's account	**57,277**	18,774
Business account	**82,281**	20,714
Petty Cash	**43**	63
Outstanding invoices	**(313)**	(112)
Payroll/pension/PAYE/NI	**(1,229)**	-
	138,059	39,439

The accounts were approved by the trustees on 11 November 2021 and signed on their behalf by:

Chairperson…… Lesley Ford Treasurer…… Jack Atkins

THE RED HEN PROJECT
CHARITY No: 1183845
Year ended : 31 March 2021

Notes

1. Donations

	2021			
	Unrestricted Funds £	Designated Funds £	Restricted Funds £	**Total Funds £**
ARM - (Covid Fund)			3,800	**3,800**
Bridget Bradshaw	500			**500**
Cambridge United Charities	1,600			**1,600**
Cambs Cuisine	828			**828**
Castle Townswomen's Guild	630			**630**
Costello Medical	854			**854**
Dassault	2,000			**2,000**
Displaylink	2,016			**2,016**
Elica	2,800			**2,800**
Go Glass			1,000	**1,000**
Great St Mary's Church	1,000			**1,000**
John Lewis	1,000			**1,000**
Jo Robbins Memorial	540			**540**
Lucy Howson	700			**700**
Masonic Charitable Trust	3,000			**3,000**
Philippe Cotrel	1,000			**1,000**
Reach Community Solar Farm			2,000	**2,000**
Rosmarinus Charitable Trust	500			**500**
St John's Church	1,000			**1,000**
St John's College & St John's College School	1,160			**1,160**
The Haymakers Arms	627			**627**
Trinity College Chapel	628			**628**
Annoymous and less than £500	31,972		7,410	**39,382**
	54,354	-	14,210	68,564

2. Innovate Funding

This is a one year grant from Cambridgeshire County Council to provide our family work services as an extension of their Cambridge City Early Help team. The project runs from April 2021 and therefore the majority of this first quarterly payment is deferred to the next financial year.

3. Other Grants

Alongside our Lottery Reaching Communities Grant and Cambridgeshire Couny Council Innovate Grant we also received funding from the follow organisations:

	£
Cambrige City Council Community Grant	5,000
Cambridgeshire Community Foundation Corona Emergency Grant	5,000
Cambridge City Council Covid Rent Grant	2,500
Ley's Community Grant	2,000
Fareshare Christmas Grant	2,000
Cambridge City Council Area Grant	1,720
Other	923
	19,143

4. Grants for individuals

We applied, received and distributed funds for individual families from the following grant-giving organisations during the year:

	£
Cambridge Aid	6,100
CCNT	1,250
Cambridge City Council - Winter Grant Fund	400
Other	250
	8,000

5. Office equipment

This includes the purchase of computers, ipad and mobile phones.

6. Project Spends

This is spend specific to our project work, funded from a variety of sources and funds (restricted, designated & unrestricted).
These are costs specific to that project, but core staffing and associated overheads are not included in this line item.

	Opening Balances	Total Income (Grants & Donations)	Total Expenditure	(Over)/Under Balance
	£	£	£	£
Club Cook - Budget Cookery Project (a)	3,200	-	4,233	**17**
Corona Emergency Grant		-	9,415	**(26)**
FareShare Christmas Project		-	4,010	**(10)**
Innovate Project		12,446	2,460	**9,986**
Main Lottery Grant		645	76,782	**150**
Poverty Relief Project (b)		-	8,650	**12**
Summer Family Trips (c)		-	2,291	**9**
Talking Together Early Years Project (d)	(660)	-	-	**75**
The Ley's Community Grant (IT Devices)		2,000	2,000	**-**
Winter Food & Fuel (City)		500	500	**-**
Winter Food & Fuel (South)		-	500	**(500)**

(a) Funded by Cambridge Community Foundation (funds received in previous year) and donation from Go Glass
(b) Funded by Cambridge City Council Community Grant, ARM Community Grant & Reach Community Solar Farm
(c) Funded by Cambridge City Council Area Grant and donations from Ellica, John Lewis, Masonic Charitable Trust, Cambridge United Charities
(d) Kettle's Yard are the grant holders, we are supporting partners, costs were incurred in the previous year, reimbursed in this financial year

7. Movement in funds

	at 1.4.20 £	Net movement in funds £	Transfers between funds	at 31.3.21 £
Unrestricted Funds				
General funds	37,199	91,076	(90,000)	**38,275**
Designated Funds				
- Reserves			39,000	**39,000**
- Transformational & transitional risks			15,000	**15,000**
- Poverty relief project (2022-23)			13,500	**13,500**
- Core family work (lottery gap) (2022-23)			12,500	**12,500**
- Future office/storage costs			5,000	**5,000**
- Translation services			5,000	**5,000**
Restricted Funds	2,240	7,544		**9,784**
Total Funds	39,439	98,620	-	**138,059**