

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
Liesel Hanley
Christopher Parsons
Helen Skaer

CEO

Sarah Crick

Independent Examiner















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

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

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

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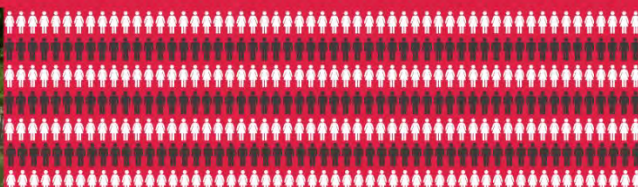
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“Without Red Hen I'd probably either be rocking in a corner following a breakdown and not on talking terms with either of the schools my children attend, or on a one-way ticket to the moon right now. Honestly the work they do is amazing and more so 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

“

Trustworthy

Non-judgmental

Always there when needed

Welcoming

Amazing organisation

Helpful

Good listeners

Supportive

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

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

Caring

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

Encouraging

Inclusive

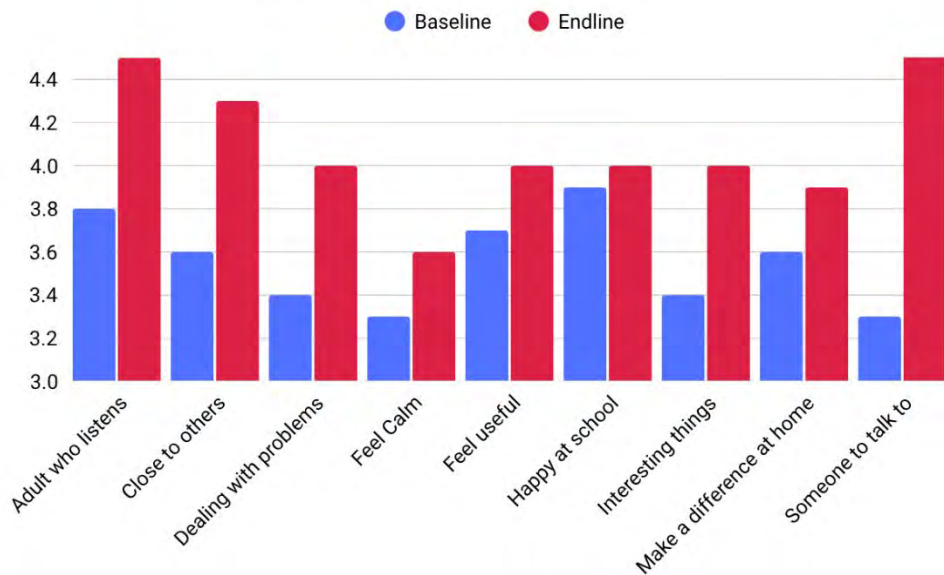
A place to belong

”

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



Average of Child Baseline and Endline



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 their children's need

81%

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

95%

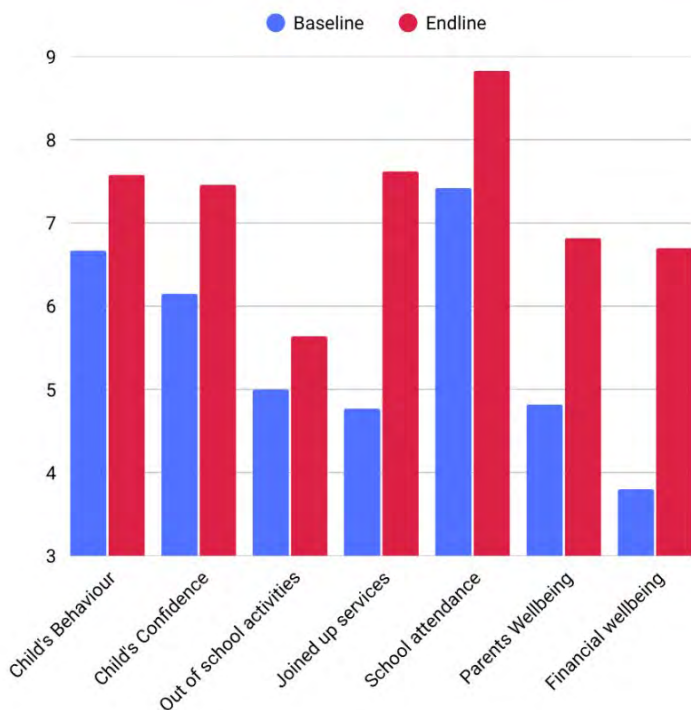
of families report their relationship with their child's school is improving



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



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

11

Parents took part in our new parenting group

41

family members directly benefitted

including

26

children

FAMILY OUTCOMES STAR

9 - 10 Effective parenting

7 - 8 Finding what works

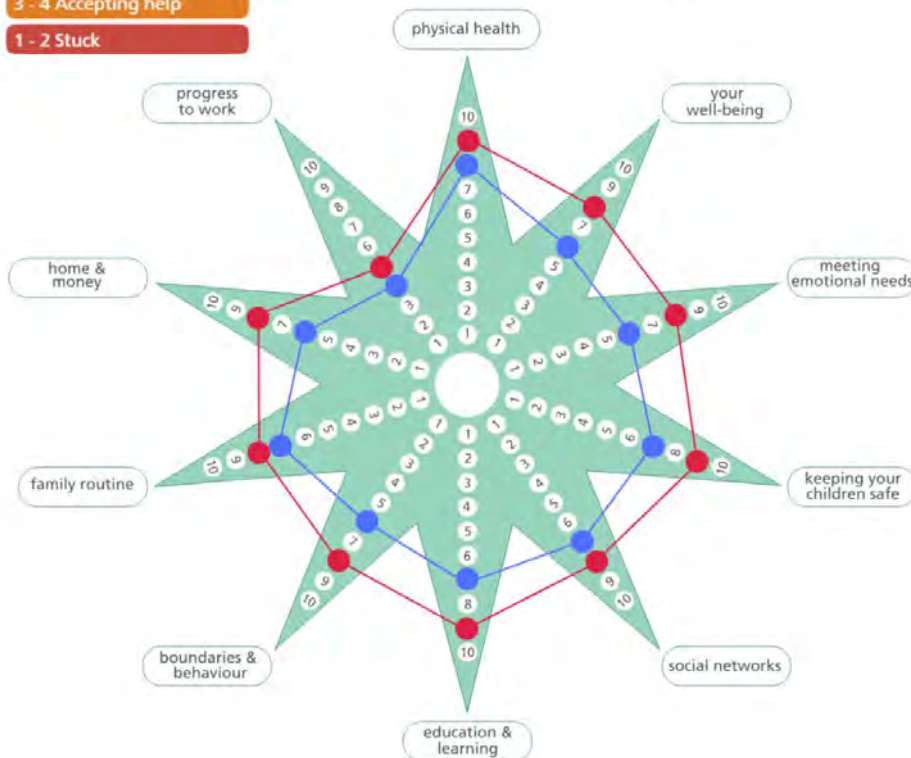
5 - 6 Trying

3 - 4 Accepting help

1 - 2 Stuck

● Beginning of 1-2-1 support

● End of 1-2-1 support



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:

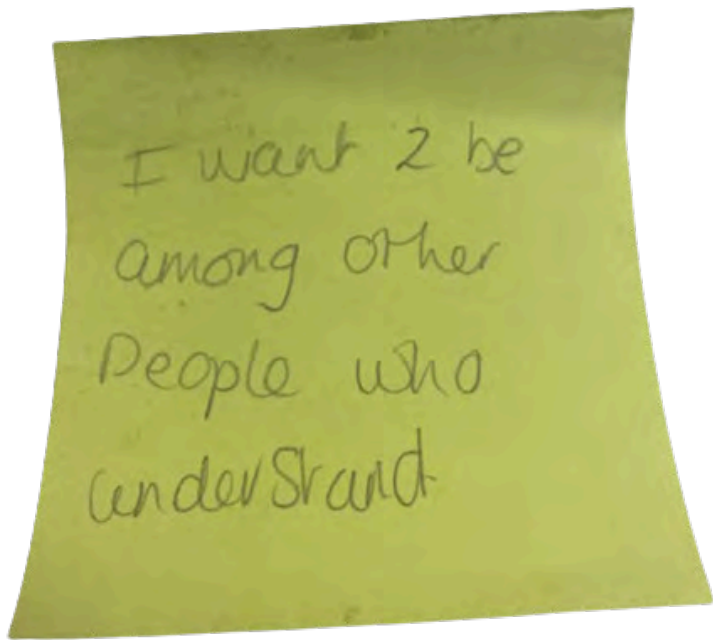
Inclusive Spaces for Family Connection

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.

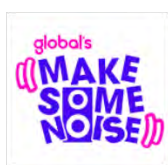
Cambridge remains a city of huge contrasts, where significant wealth exists alongside deep-rooted inequality. In 2024–25, we continued to harness the generosity of individuals, local businesses, and community groups. By actively building relationships and telling the story of our impact, we've continued 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, Igentic, 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

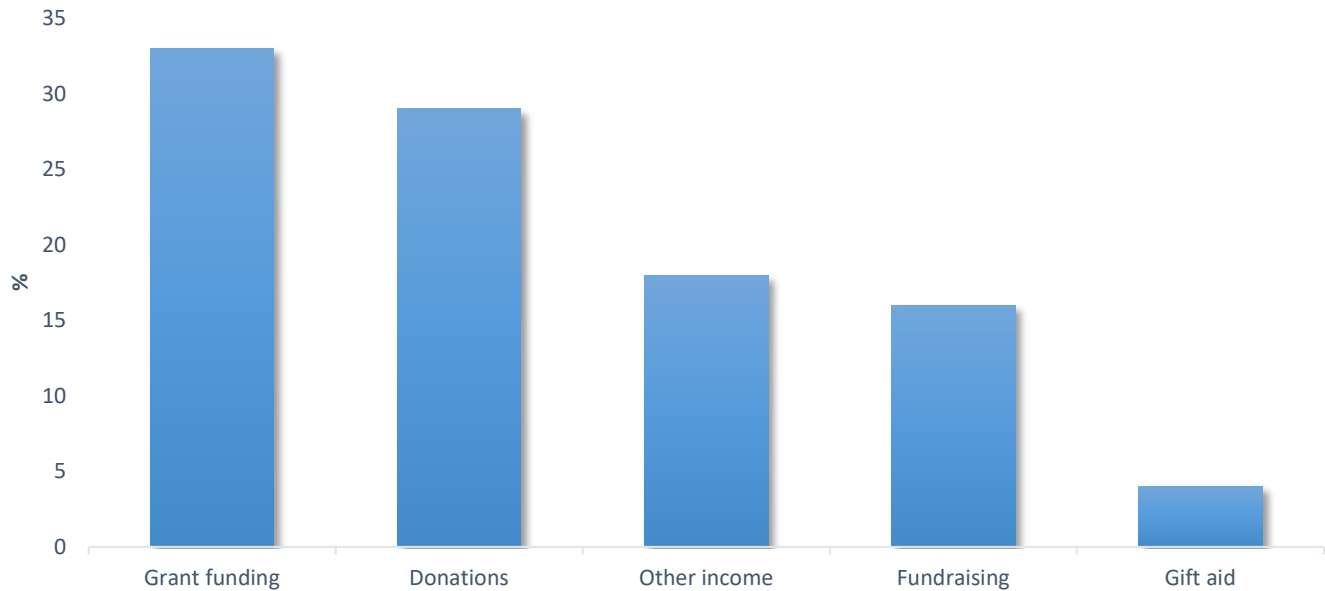
The Trustees confirm that they have complied with the duty in the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'. That guidance addresses the need for all charities' aims to be demonstrably for the public benefit.

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.

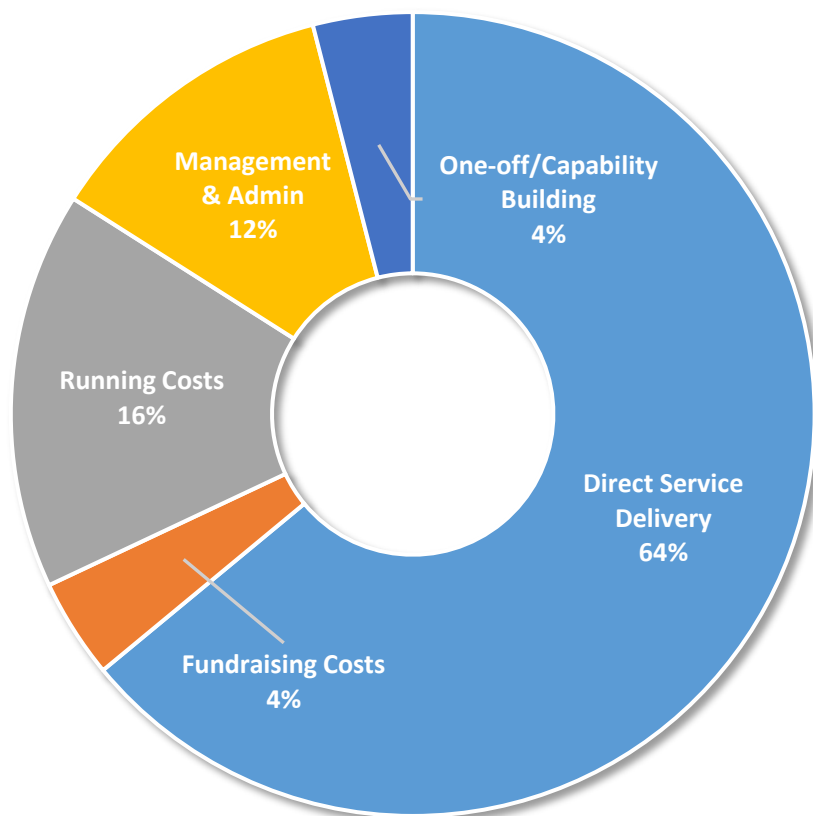
We aim to help children and families experiencing challenges and disadvantages in our community. No person is excluded on the grounds of race, religion, gender, sexual orientation or social position.

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.

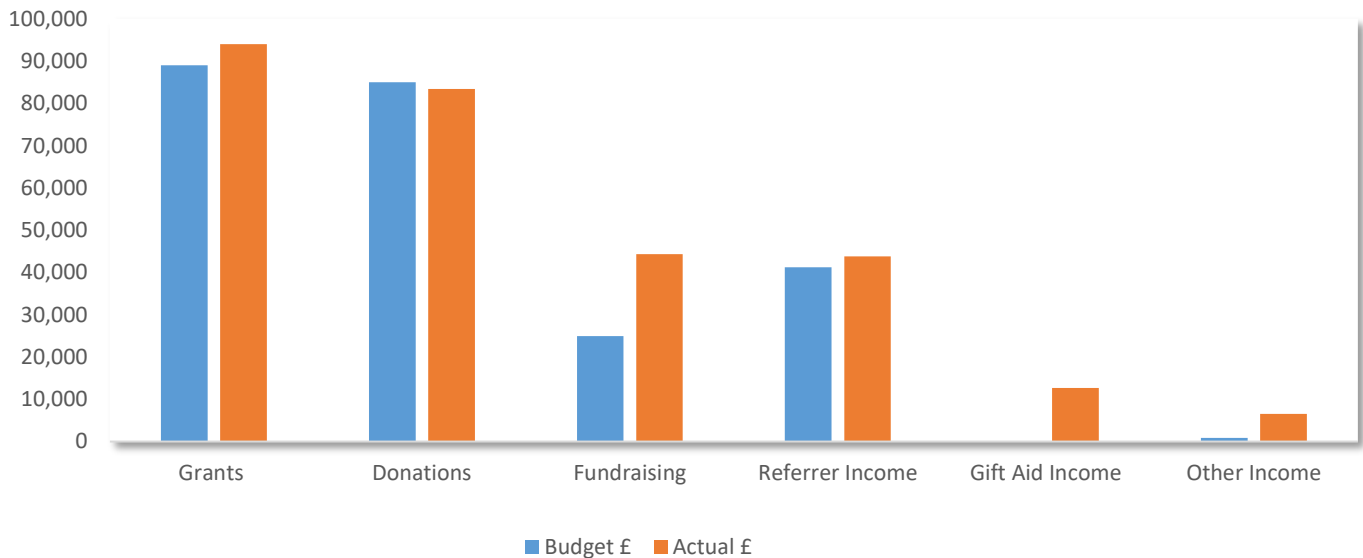
Investing in our staff

- 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.

Income: Plan and Actual 2024-25



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.

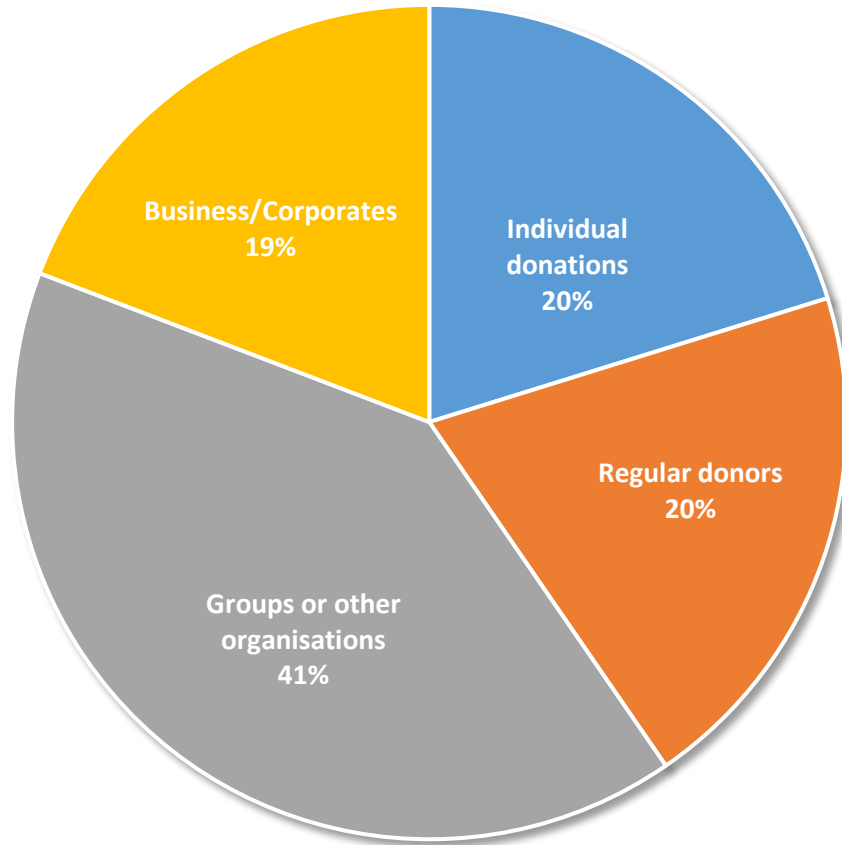
Fundraising

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.



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

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

	<i>Notes</i>	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		<u>1,401</u>	<u>412</u>	<u>1,813</u>	<u>-</u>
		<u>188,009</u>	<u>97,485</u>	<u>285,494</u>	<u>337,031</u>
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		<u>63,969</u>	<u>56,602</u>	<u>120,571</u>	<u>104,726</u>
		<u>184,977</u>	<u>129,676</u>	<u>314,653</u>	<u>250,047</u>
Net income/(expenditure) before					
Investment gains/(losses)		3,032	(32,192)	(29,159)	86,984
Net gains/(losses) on investments		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net surplus/(deficit)		3,032	(32,192)	(29,159)	86,984
Extraordinary items		-	-	-	-
Transfers between funds		(28,693)	28,693	-	-
Other recognised gains/(losses)		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net movement in funds		(25,661)	(3,499)	(29,159)	86,984
Reconciliation of funds:					
Total funds brought forward		<u>195,247</u>	<u>7,565</u>	<u>202,812</u>	<u>115,828</u>
Total funds carried forward		<u>169,586</u>	<u>4,066</u>	<u>173,653</u>	<u>202,812</u>

BALANCE SHEET as at 31st March 2025

	<i>Notes</i>	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		<u>179,661</u>	<u>566</u>	<u>180,227</u>	<u>199,181</u>
		<u>184,629</u>	<u>4,066</u>	<u>188,695</u>	<u>207,013</u>
Creditors					
Amounts falling due within one year	12	15,696	-	15,696	5,377
Net current assets/(liabilities)		<u>168,933</u>	<u>4,066</u>	<u>172,999</u>	<u>201,636</u>
Total assets less current liabilities		169,585	4,066	173,652	202,812
Creditors					
Amounts falling due after one year		-	-	-	-
Total net assets/(liabilities)		<u>169,585</u>	<u>4,066</u>	<u>173,652</u>	<u>202,812</u>
Funds of the charity	14				
Restricted funds				4,066	7,565
Unrestricted funds				169,585	195,247
TOTAL FUNDS				<u>173,652</u>	<u>202,812</u>

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

	<i>Notes</i>	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
		<u>131,629</u>	<u>9,549</u>	<u>141,178</u>	<u>185,508</u>
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		<u>1,401</u>	<u>412</u>	<u>1,813</u>	-
		<u>55,203</u>	<u>87,936</u>	<u>143,139</u>	<u>150,532</u>
Income from investments					
Interest on cash balances		<u>1,177</u>	-	<u>1,177</u>	<u>991</u>
TOTAL INCOME		<u>188,009</u>	<u>97,485</u>	<u>285,494</u>	<u>337,031</u>

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
		<u>94,000</u>	<u>110,207</u>

4. RAISING FUNDS

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

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	<u>63,663</u>	<u>56,908</u>	<u>120,571</u>	
	<u>202,239</u>	<u>99,840</u>	<u>302,079</u>	
	Direct Cost (note 6) £	Support Cost (note 7) £		2024 Total Funds £
Family case work	90,515	43,178		113,693
Community outreach activities	<u>58,598</u>	<u>57,236</u>		<u>115,834</u>
	<u>149,113</u>	<u>100,414</u>		<u>249,527</u>

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	<u>2,505</u>	<u>188</u>	<u>2,693</u>	<u>7,690</u>
	<u>138,576</u>	<u>63,663</u>	<u>202,239</u>	<u>149,113</u>

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	<u>5,831</u>	<u>7,729</u>	<u>13,560</u>	<u>1,454</u>
	<u>42,931</u>	<u>56,908</u>	<u>99,840</u>	<u>100,414</u>

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	<u>6</u>	<u>6</u>
	<u>9</u>	<u>9</u>

10. TANGIBLE FIXED ASSETS

	Office Equipment £	Total £
COST OR VALUATION		
At 1 April 2024	1,586	1,586
Additions/Disposals	-	-
At 31 March 2025	<u>1,586</u>	<u>1,586</u>
DEPRECIATION AND IMPAIRMENTS		
At 1 April 2024	411	411
Charge for year	<u>524</u>	<u>524</u>
At 31 March 2025	<u>934</u>	<u>934</u>
NET BOOK VALUE		
At 31 March 2025	<u>652</u>	<u>652</u>
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	<u>7,468</u>	<u>332</u>
	<u>8,468</u>	<u>7,832</u>

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	<u>1,403</u>	<u>641</u>
	<u>15,696</u>	<u>5,377</u>

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	<u>5,000</u>	<u>-</u>	<u>-</u>	<u>5,000</u>
	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	<u>119</u>	<u>(119)</u>	<u>-</u>	<u>-</u>
	7,565	(32,192)	28,693	4,066
Total Funds	<u>202,812</u>	<u>(29,160)</u>	<u>-</u>	<u>173,652</u>

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	<u>2,577</u>	<u>-</u>	<u>412</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	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	<u>13,041</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>518</u>	<u>-</u>
	184,977	93	20,552	35,119	2,684	3,838	13,851	3,729
Income less expenditure	<u>2,346</u>	<u>(93)</u>	<u>(7,640)</u>	<u>(119)</u>	<u>(2,184)</u>	<u>(1,339)</u>	<u>(8,596)</u>	<u>(148)</u>

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
	<u>-</u>	<u>12,000</u>	<u>1</u>	<u>696</u>	<u>25,038</u>	<u>1</u>	<u>284,808</u>
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
	<u>164</u>	<u>16,400</u>	<u>39</u>	<u>1,596</u>	<u>31,489</u>	<u>120</u>	<u>314,652</u>
Income less expenditure	<u><u>(164)</u></u>	<u><u>(4,400)</u></u>	<u><u>(39)</u></u>	<u><u>(899)</u></u>	<u><u>(6,451)</u></u>	<u><u>(119)</u></u>	<u><u>(29,845)</u></u>

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 through and been through. 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 provided by them. Thank you, 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