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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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

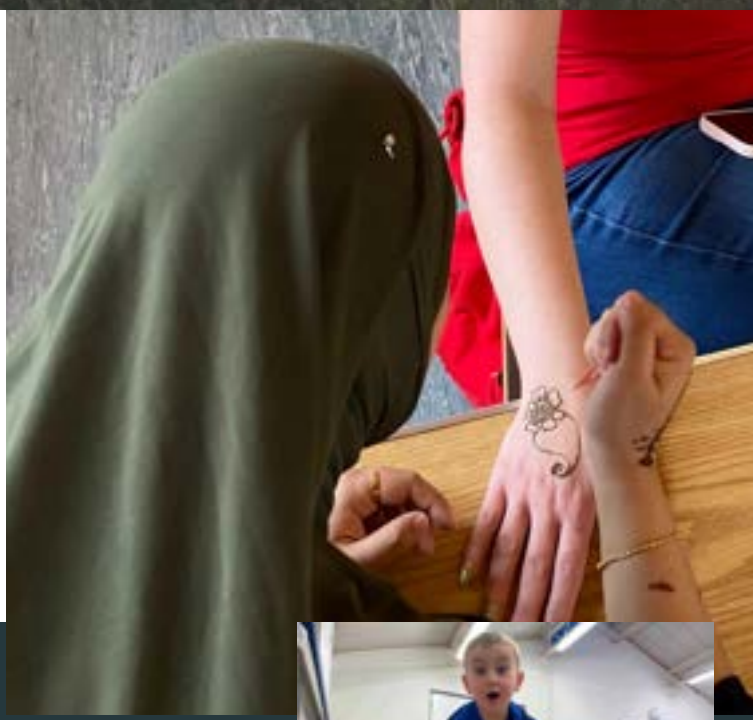
Very Good

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

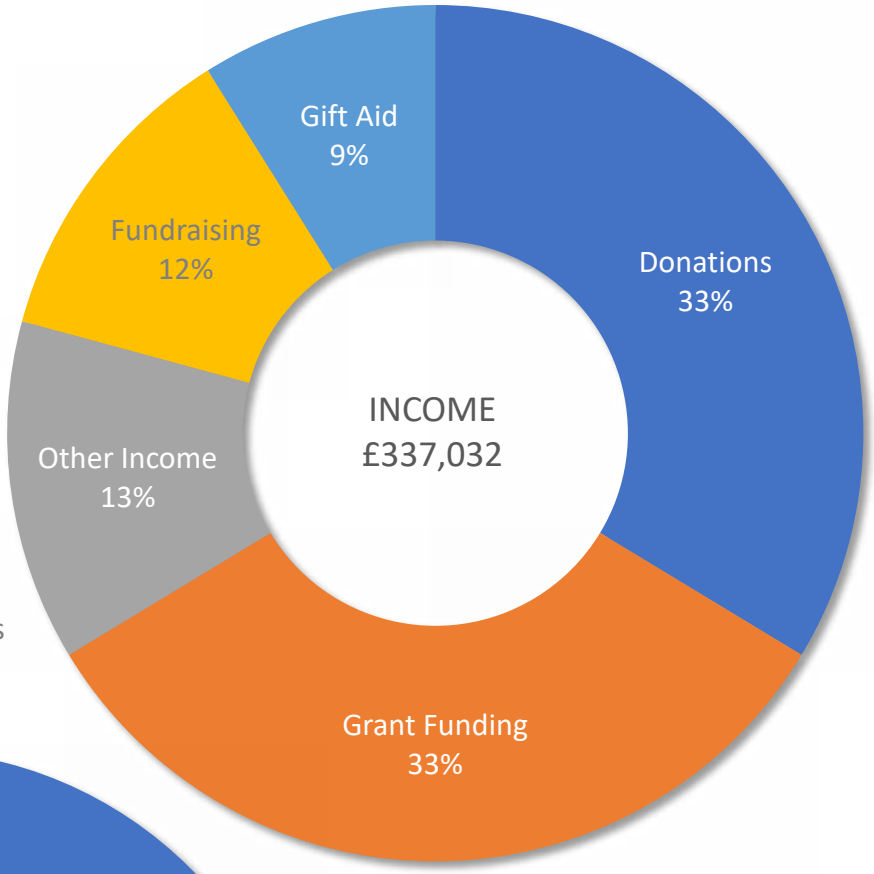
The Trustees confirm that they have complied with the duty in the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'. That guidance addresses the need for all charities' aims to be demonstrably for the public benefit.

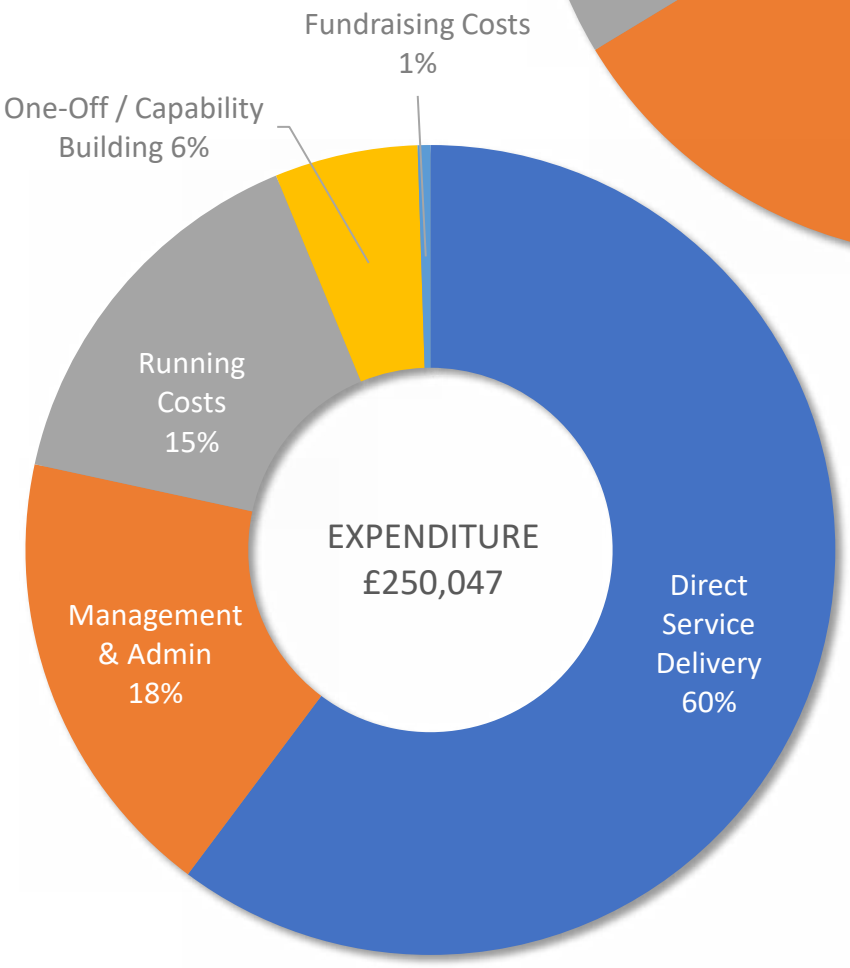
The Red Hen Project addresses its objectives by providing early intervention in the form of intensive family work, complemented by a range of outreach support designed to support children and families on their journey to independence. This report highlights the achievements of this work over the year.

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.

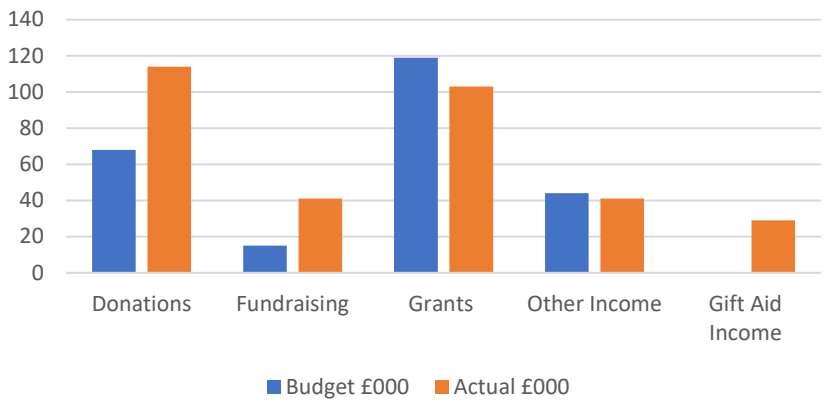
As part of the details provided within the financial statements, we have shown the balances brought forward as unrestricted and restricted. The movement between unrestricted and designated funds is in line with the designated funds policy.

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.

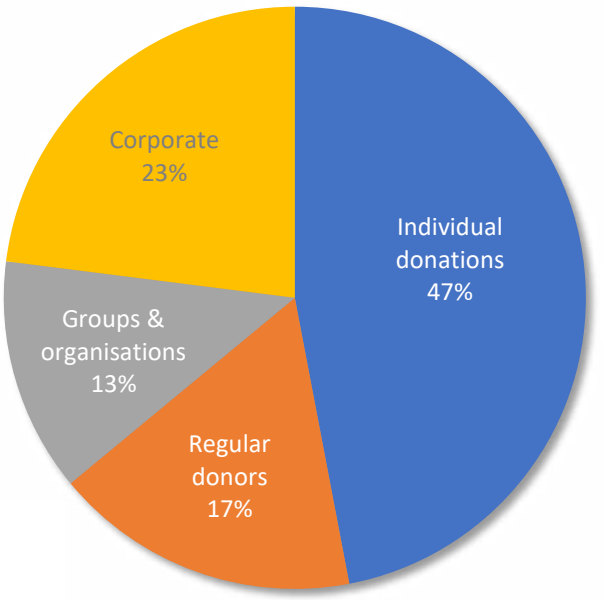
Referrer contributions

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.

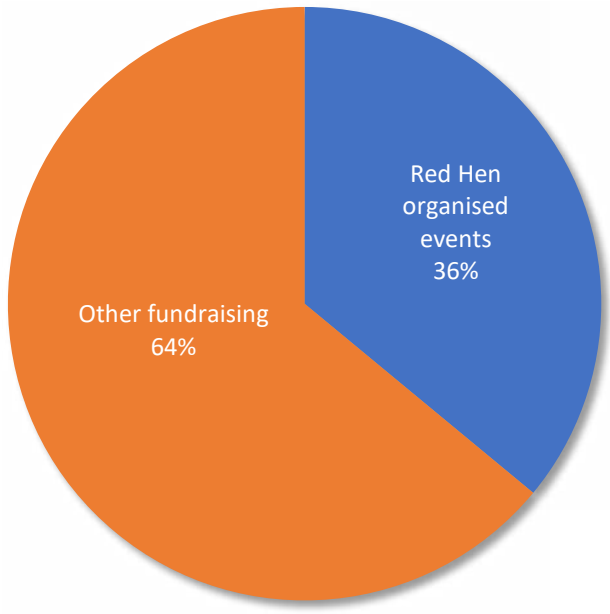
A range of other fundraising activities have taken place, including those with our active involvement and unexpected gifts from others undertaking activities independently.

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
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		**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 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**