



Annual Review

www.spurgeons.org



2015/2016

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Thank you

Chairman's Welcome

Spurgeons has a commitment to do our best for children - every day



Imagine a world where children are able to live out the life they deserve - where no child misses out on the opportunity to a good, safe and fulfilled life because of a lack of opportunity and support. At Spurgeons, we believe this aim is realistic and increasingly within reach.

Since 1867, Spurgeons has been at the forefront of the UK's effort to ensure the safeguarding and wellbeing of every child. This annual review records a crucial milestone year in the life of Spurgeons; business as usual will not get us where we aspire to be as the UK's children face unprecedented challenges.

The Spurgeons Board of Trustees has given enthusiastic backing to our CEO, Ross Hendry, and under his leadership we put in place the building blocks for a new era of service. The goals set out in our 'Striding Forward to 2020' strategy include opportunities to review how our structures and ways of working help or hinder us as we strive to carry out our mission. Support for some of the UK's most deprived and marginalised children will remain a major focus as we take these plans forward.

Led by our Deputy Chief Executive, Paul Ringer, the Spurgeons team during the last year has been in contact with over 100,000 children, young people and their parents. I am amazingly proud to be associated with our staff's strength and expertise, as collectively we deliver our commitment to do our best for children.

Finally, I pay credit to those who share what we do. To Spurgeons' Trustees, who are some of the most dedicated, passionate and able; to all staff; the many local authorities with whom we work; Trusts; donors; Churches; organisations and communities. Thank you for all that you do.

Stuart Cornwell
Chair of Spurgeons' Board of Trustees

Chief Executive's Review

A new chapter in Spurgeons' wonderful 150 year old story

I have always thought that Spurgeons' history is a wonderful story. A story that has run for nearly 150 years: involving faith, vision, hard work, team work, expertise and generosity. It is a tapestry of thousands of personal histories and of children who have been given a better present and more hopeful future.

Our story has always involved meeting the needs of young children who do not have a family to give them the stability they need to flourish. And through the story there have been at least three consistent themes: compassion, hope and inclusiveness. This year, as we begin a new chapter, refreshing our vision and mission, and defining what we aim to do over the next five years, these themes are the values that express how we work and who we are.

Striding Forward to 2020 was adopted by our Board of Trustees in July 2015, as our new five year strategy. It is a confident and optimistic plan that focuses on our character as a Christian children's charity: an organisation guided by a faith. This is clearly described in strong values we expect our entire workforce to express, and focused on three groups of children, young people and families.¹

As an organisation, we uphold the highest standards of practice and seek excellence in all that we do. But we never lose sight of the people we serve and their needs. We are a charity that always seeks the best interests of those we work with.

What does that look like?

Over this last year we have invested in the training and support of our employees and volunteers, who contribute so much to Spurgeons and their local communities. Work with churches through the Spurgeons' Network has been deepened, presenting exciting opportunities that will come to fruition in 2016.² We have renewed our IT systems and infrastructure so that we can make better use of technology to meet our mission, and started to invest in new systems that will help us record our work, and evidence the impact we have on the lives of children and young people.

All this is the groundwork for the change we have brought to thousands of lives this year. For the first time we have had contact with over 100,000 children, young people and adults, getting to know and work in-depth with almost 2,700. We've protected almost 1,200 from neglect, harm or abuse – including at least 25 pregnant women. There is little doubt from speaking to our staff, and from analysing the information we collect, that we are now dealing with

more complex and serious cases than in the last few years. This mirrors the national increase in the number of children who are the subject of a child protection plan.

This means the demands on our services and staff are great. But the need for our work is even greater. And if we are to respond with expertise and sensitivity, our work must be rooted in our story and our values. The increasing demands of our work will be met by our skilled and passionate workforce, and with the support of partners. With their help we continue to inspire, equip and empower vulnerable and disadvantaged children by giving them the tools and resources they need to flourish.

Thank you to everyone who shares that hope, and has joined us on our journey.



Ross Hendry
Chief Executive -
Spurgeons



¹ These three groups are children, young people and families who are disadvantaged or struggling to cope with their difficulties; children and young people who carry emotional burdens and heavy responsibility; and, children and young people who have been, or are, at significant risk of being harmed or exploited.

² Spurgeons Network is a resource that Spurgeons provides to encourage and support Christians who work with children, young people and families by linking them with Spurgeons and each other. Further information about the Spurgeons Network can be found at <http://www.spurgeonsnetwork.org/>.

Our Vision, Mission and Values



Our Vision is to see all children and young people inspired, equipped and empowered in ways that enable them to flourish and realise the fullness of their potential.

Inspired by the Christian faith **our Mission** is to provide support for children, young people and families who are experiencing difficulties or challenges so that they can have a better present and a hopeful future.

Our Core Values

We are compassionate

We demonstrate care and commitment in all our relationships even when that means making tough choices and going the extra mile.

We are inclusive

We recognise each person as a unique individual, treating them with respect and celebrating our diversity.

We are hopeful

We believe that positive change is possible for all people, so we maintain a hopeful attitude and do not easily give up.



Who we are and what we do

**“You were there
for me when I
was sad.”**

A child from the Spurgeons' Play Therapy Bus

Spurgeons is a Christian children's charity. Our work is inspired and motivated by the Christian faith and our ethos is core to who we are; it is not an optional extra.

We take seriously how we work just as much as the type of service we deliver and so we look to live out our values and be compassionate, inclusive and hopeful. It is our aim to realise transformation in the lives of those we work with: of every person in all communities, irrespective of faith, background or circumstance.

Meeting the challenges ahead

The country is in a time of social and economic uncertainty which looks set to continue over the next five years. As a leading children's charity that provides support to children and families in need, we must have a clear and effective response as the impact of austerity continues to take effect.

Our services are striding forward to meet these changing needs whilst also adjusting to the challenge of a new funding environment. This allows us to continue to deliver services we know make a difference to thousands of lives across England.

In our organisational strategy, Spurgeons sets out how we are moving forward to address these challenges. We aim to be a more flexible and responsive charity that works beyond the confines of contract work. We will use our dedication, passion, insight, experience and knowledge to give children a better present and a more hopeful future.

By partnering with local authorities, our supporters and other funding bodies, we work alongside children and families and help them find long lasting solutions to their extremely challenging situations.

While there may be many hills to climb, we are striding forward with great confidence to create a positive and lasting legacy in the lives of individuals and their communities.



Our work in numbers

37,150 children and young people and **64,897** adults came into contact with us over 12 months to 31 March 2016

2,663 children and adults received a personalised casework service

We have taken action **700** times to protect almost 1,200 children and young people (including siblings) and an additional 25 pregnant women from neglect, harm or abuse. This is up 18% from last year across a fewer number of services

There are times when we feel we could have done better, and so in 2015/16 we undertook two Internal Management Reviews and referred one case for a Serious Case Review

Over 95% said we **made a difference** in their lives ('Good' or better); just under 43% said we made an **Outstanding** difference

From our use of measurement tools we can evidence our contribution towards positive outcomes for the large majority (68%) of service users (from a sample of over 1,000)

54 different evidence based programmes have been delivered through our 88 high quality services

238 the number of **Key Performance Indicators** we were asked to regularly report on by commissioners

We employed an average of **611** members of staff over the year. By the end of the year we were able to pay all our staff at least the hourly rate defined by the Foundation for a Living Wage

Our **staff morale** was higher than the year before. **98%** of staff said they understood the contribution they make to improving young lives

336 volunteers helped deliver Spurgeons' services

In **March 2016** we received **Investors In People** accreditation demonstrating our commitment to supporting staff

97% of those we supported rated the way we treated them as 'Good' or better

Making a difference

Achievements and Performance

Spurgeons' mission is to give vulnerable and disadvantaged children and families a better present and more hopeful future. This year our team has dealt with an ever increasing number of complex and difficult cases. We have had contact with 37,150 families, and protected almost a fifth more children through reporting safeguarding concerns, compared to the year before.

Showing young carers we care

Being a teenager can be a difficult time, but when you're a young carer these pressures can reach a new level. For some young carers, they carry emotional burdens and heavy responsibilities.

Anna* is a teenager who helps care for her family, in particular her younger sister, Paige*, who has Down's Syndrome. Paige has emotional problems and can be very demanding of Anna, who has health problems of her own.

When Anna was referred to one of our centres in Wiltshire, she was struggling to cope. Her caring responsibilities, along with her own health, were wearing her down. She had low self esteem and was finding it hard to understand her position within the family, especially as most of her parents' time was spent looking after Paige.

We identified that Anna needed some extended support focused on her as a person in her own right. For this to work, we needed to provide support for Anna's family. Working with Exeter House School, we arranged occasional respite care for Paige so that Anna could have some time for herself.

The next step was to build a relationship with Anna's school. They now have a greater understanding of her situation and she has a support network that can understand and help her when she is unwell or finding it difficult to manage.

To help build Anna's self esteem and confidence we organised a trip to London, funded by the Dray Legacy¹. We also arranged for her school to fund a trip to Wales. These experiences helped her realise she has her own identity and is more than just a carer.

The support provided to Anna has helped her greatly, with a number of positive outcomes. Her health has improved, as has her school attendance, and she is enthusiastic and happy. She has a group of friends with similar interests and her academic performance is good and improving. Anna's parents are more able to meet her needs and Paige continues to receive additional support.

This holistic approach worked well, ensuring the whole family benefits from the services we offer. Our vision is to use this to ensure other young carers who are overwhelmed can access the help they need and help them to meet their full potential.

A renewed focus on three client groups

In July 2015, we launched our strategy: *Striding Forward to 2020*. This recognises three client groups who represent all of those we support:

- 1 Children, young people and families who are disadvantaged or struggling to cope with their difficulties
- 2 Children and young people who carry emotional burdens and heavy responsibility
- 3 Children and young people who have been, or are, at significant risk of being harmed or exploited

Incredible Years producing incredible parents

The early years of childhood are a precious time for both parents and children.

Incredible Years¹ is an accredited, 12-week positive parenting programme, teaching key strategies and skills. It focuses on the emotional wellbeing of parents and their children's behaviour. Families can be referred by outside agencies and prioritised on the basis of need.

For parents, additional support is provided, such as childcare facilities to encourage them to attend as many of the group sessions as possible. One child was initially reluctant to take part in any of the activities at the crèche, but after working with the family support and crèche workers, he was fully engaged and made lots of new friends.

"Incredible Years has helped me learn effective ways of praising and disciplining my child." **Parent**

For the children, the sessions are firmly rooted in the principle of learning through play. By using play to encourage social interaction, problem solving and boundaries, the sessions help to develop positive relationships for the children and their parents, as well as with other children.

It makes a clear and measurable contribution to their readiness for school, too.

A key strength of the programme is how it helps to identify learning opportunities for families and individuals who need further support. Once engaged with our services, families are more inclined to continue working with us to secure further positive outcomes.

¹The Dray Legacy is an annual conditional legacy gift to Spurgeons.
*All names have been changed to protect the identities of those involved.

¹The Incredible Years[®] is a series of interlocking, evidence-based programmes for parents, children, and teachers, supported by over 30 years of research. All rights reserved. www.incredibleyears.com

Helping dads behind bars be better parents

Imprisonment often results in the breakdown of important family relationships. The absence of a parent for long stretches of time can be devastating, with the children serving a hidden sentence.

Our Invisible Walls intervention project at HMP Winchester works to strengthen family ties and maintain those crucial relationships. It provides opportunities for prisoners to spend time with their families in a safe and secure environment. A powerful example is the homework club. One afternoon a week, a group of prisoners and their children spend an hour and a half working together on school homework. The children benefit from this activity enormously and for the fathers it is a welcome return to routine parenting activities. Or this may be a new experience not shared between father and child previously. However after these fathers have attended the parenting course they have a better understanding of positive parenting and the role they play.

Other activities offered through the project include mentoring and family days. The family days are supported by prison staff and provide structured activities outside of normal visiting hours.

As one father said: *"I'm not coming back. I'm missing so much of my family's life. I am 100% motivated to stay out of prison, it's not an environment where I fit in or want my family to be around."*

One of the children involved in the homework club said: *"I like homework club as I like seeing my dad and I can get the best help and support for my homework from my dad."*

23 of these events were held in 2015-16, with 338 children and 207 fathers benefiting from closer contact with each other. Parenting courses inside the prison are popular and effective. The 'Time for You and your Child' programme is a structured set of activities to teach prisoners about parenting and their children.

There is a substantial evidence base which shows that children separated from their parents due to imprisonment are three times more likely to offend themselves. They are also four times as likely to achieve "poor life success". Projects like Invisible Walls work to reduce that disadvantage and already we can see the impact it is delivering. Of the 105 fathers who have been released since participating in Invisible Walls, only 10.5% are known to have returned to prison, half of whom were returned for breach of license rather than reoffending rates. This presents a significant reduction from the national reoffending rate of 45%.



Preventing sexual exploitation

The online risk of Child Sexual Exploitation (CSE) for Holly* was incredibly high. As a 15 year old girl, who suffers from Autism, she didn't understand the dangers presented by social media.

At the age of 11, Holly had been targeted by a predatory child sex offender, who was caught and charged with a sexual offence. This risk became intense when Holly, aged 15, had trouble coping with her parents' separation and began exploring online relationships with older men. Holly began to stay away from home and school for days at a time.

The problem was made all the more complex because Holly's vulnerability went hand in hand with her emotional needs. She simply didn't understand that visiting internet chatrooms was exposing her to the serious risk of grooming and exploitation.

Holly and her mum became involved with our confidential Phoenix project. Phoenix provides support for children, young people and their families who are at risk of, or affected by, Childhood Sexual Exploitation (CSE). Spurgeons distinctive approach means we work with the whole family, not just the exploited young person. We use our expertise and knowledge to provide a combination of support services for parents or carers, to enable them to understand CSE and safeguard their child.

This combination of targeted support and multi-agency co-operation proved to be the key to unlocking the very real concerns threatening Holly's safety.

So Holly felt less isolated, Spurgeons arranged for Holly to take part in youth

club activities. By becoming involved in club activities she could interact with people of her own age. To help with her autism, she attended two youth groups each week. This programme helped Holly deal with communications in social situations which she finds difficult. With skilled counsellors, she talked through her reasons for disappearing from home and school, and found solutions. Assisted by Spurgeons, Holly's mum has also been attending a Parent's Autism Support Group.

Over a 12-month period, Spurgeons arranged for Holly to take part in weekly 'Healthy Lifestyle' discussions. These made a huge difference, opening her eyes to the nature of sexual exploitation, risk and consent. The sessions helped Holly to protect herself by being aware of abusive and exploitive behaviour and the safe use of social media. Next, we produced an individual Education and Health Care Plan for Holly and her mum. This plan reflects Holly's safety needs and sources of support and ensures positive ongoing guidance to help both mum and daughter.

Since the Phoenix Project started working with Holly, her vulnerability to online CSE risks have significantly reduced, due to the targeted support provided. With an allocated Police Officer who can be contacted regarding missing episodes; multi-agency information sharing and safety planning; and ongoing support from the Resources for Autism Service, she is more aware of the risks presented by the Internet and is much safer for it.

Play Therapy Bus provides safe haven for children in need

The Spurgeons' Play Therapy Bus provides a safe space for children who have experienced difficulties to express their feelings and develop to their full potential. It has provided over 800 sessions to children.

The children who are referred to this service may have suffered from a range of traumatic experiences. This includes those affected by the loss of a parent through military deployment or bereavement; physical, sexual or emotional abuse; domestic abuse; mental health issues; and family breakdown.

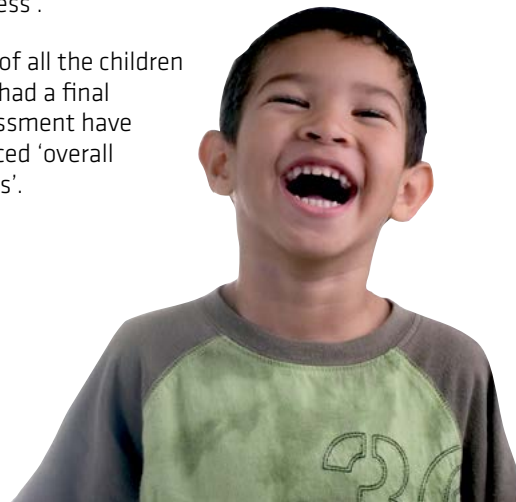
The bus is fitted out with 'play therapy tool kit' equipment, which includes an audio system, sink and water, facilities for art and craft, and other key resources. It offers non-directive play, which is non-intrusive and gives the children an outlet for their issues and an opportunity to speak and act freely through their play in a supported environment. Through this, with professional support, they are able to find

solutions to their worries, which ultimately has a positive effect on their lives.

By helping children overcome their problem and discuss issues, the Play Therapy Bus has had a huge positive impact on performance and behaviour at school.

In 2015/2016, 167 play therapy sessions supported 17 children. In a recent evaluation, 13 children supported through the programme were scored by their teachers at the beginning and end of their involvement with the service. The results showed:

- 76.9% of all the children who had a final assessment have reduced 'emotional distress'.
- 75% of all the children who had a final assessment have reduced 'overall stress'.



A lifeline for families fleeing abuse

Life can be extremely tough for victims of domestic abuse, especially when children are involved. Our work makes a vital contribution to supporting families experiencing the effects of abuse.

When Sophie*, teenage mum to two-year old Joshua*, was referred to a Children's Centre by social care, she was in a very dark place. Her relationship with Joshua's dad was mentally abusive and he was often aggressive. Our work set about turning Sophie and Joshua's lives around.

The Triple R programme is designed for families like Sophie and Joshua. Through a directed series of activity, it identifies the traits of abusive people and how to avoid negative relationships. It also addresses the harm that abuse causes by building confidence, self esteem and new skills.

Using a tool called the Parenting Puzzle¹, Sophie created a learning journal for Joshua. She now monitors his progress through nursery, and he is doing very well, especially with his reading and writing. Sophie has also learned about the importance of routine and healthy eating for Joshua. She is confident enough to put consistent boundaries in place, and cooks most of his meals from scratch. She also stopped smoking so she can save for driving lessons.

Our Centre brought in other agencies, including a health visitor and social care, to review Sophie and Joshua's substantial progress. Sophie is now much more confident, her self-esteem has grown and Joshua has a much happier mum. But the outcomes are about much more than confidence.

It is not enough just to remove people experiencing abuse from those relationships. A holistic approach is needed to equip, empower and inspire people who are or have been at significant risk of harm to have a better present and a hopeful future to give them the skills and confidence through Spurgeons support.

"I believe in myself a lot more than before."

After completing the programme, children's social care felt Sophie had progressed so well that they no longer needed to be involved in Joshua's care. She is now preparing to build her skills so she can get back into work and education. For Sophie and Joshua, the future which once looked so bleak, is brighter than ever.

*All names have been changed to protect the identities of those involved.

As safeguarding is a priority, this year we have looked in greater detail at this one theme that cuts across nearly all of our services – the need to keep children and young people safe. This is not something to take for granted. We have worked hard in recent years to ensure children and young people's safety and well-being is at the forefront of how we work.

Safeguarding in numbers

(1 April 2015 to 31 March 2016)

- 700 SIR (Safeguarding Incident Reports) incidents were reported an 18% increase compared to the total of 590 SIRs produced in 2014/15.
- The average number of SIRs increased from 6.9 in 2014/15 (85 services producing 590 SIRs) to an average of 10.3 in 2015/16 (68 services producing 700 SIRs).

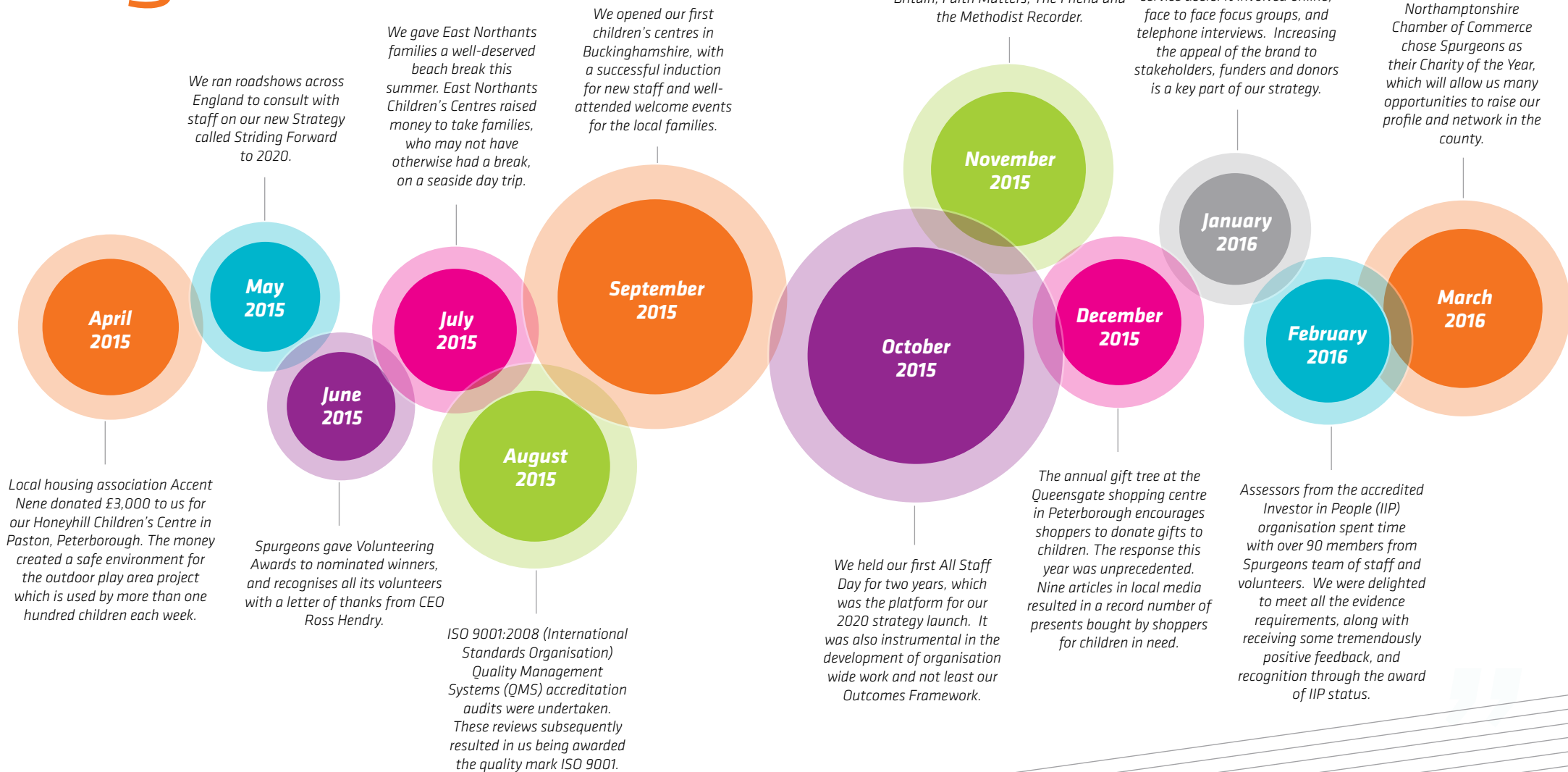
- At least 1,184 children and young people and an additional 25 pregnant women were protected from neglect, harm or abuse.
- Domestic Abuse is the highest reported category, with 23% of all SIRs received.
- Physical Abuse is the second-highest reported category with 19.3% of all SIRs.
- Young Carers produced the highest average number of SIRs at 14.1 per

service, followed by Children's Centres at 11.6 and Family Support at 9.5 per service.

- Self-harm reporting has risen quarter-on-quarter, and young carers represent the largest group within this category.
- We have seen a significant decrease of 38% in drug/alcohol reported incidents as compared to 2014/15.

¹Family Links is a national charity dedicated to empowering children, parents, families and schools to be emotionally healthy. For more details about the Parenting Puzzle please visit www.familylinks.org.uk

Highlights





Our staff and volunteers

Our people are at the heart of everything we do and the services we deliver to those who need them.

The start of the year saw a full review to analyse every aspect of HR and ensure best practice was being delivered to all areas. This resulted in a number of key recommendations. We also undertook our annual staff survey, which showed an encouraging trend in staff morale and commitment.

Following the review, great progress has been made with the implementation of key improvements.

January 2016 saw the inaugural Volunteer Working Group meeting, with an aim to harmonise the skills and experience of the team members to ensure a common purpose in achieving our 2020 strategy. As well as promoting two way communication of the national work taking place throughout Spurgeons, it also celebrates local work and achievements. This group is moving forward with sharing best practice and enhancing our volunteer recruitment and communication.

After a four month assessment, Spurgeons became accredited as an Investors in People organisation in March 2016. Our assessor, having personally spoken to groups that represented over 14% of employees

and volunteers, commented that he found our staff to be “open, honest and inspirational”. This is both a wonderful testament to our people, and a fantastic achievement for our organisation.

A working group, to review Learning & Development processes and procedures, was also established. The new Knowledge & Skills strategy focuses on what Essential and Desirable training all roles across the workforce need to successfully undertake their duties. In doing this, we continue to: utilise our Spurgeons Learning Space as a platform for focused, on-line courses; review our face to face offering; and give autonomy to managers to determine appropriated training to enhance the skills of their teams.

Finally, but by no means least, Spurgeons also adopted The Living Wage Foundation's guidelines for staff remuneration. As an extension of the work already highlighted, this further reinforces our commitment to have a well-trained, informed and motivated organisation that puts children, young people and families first.

Campaigning and Influencing

One of the key goals of our Strategy 2020 is to influence change by speaking up on behalf of those we work with. Our staff have been out and about this year trying to raise our profile and campaign for the issues that matter to us.

Campaign and awareness raising 2015/2016

- 35,000** Social media users engaged in our campaign to promote Prisons Week 2015
- 123,843** Unique users visited our website
- 3,390** Supporters wore wristbands to promote Young Carers Awareness Day 2016
- 1,965** People followed us on Twitter
- 1,567** People liked us on Facebook
- 200** We received over 200 mentions in the media



Engaging others

Our children's services **have developed 446 partnerships** with other local agencies and teams across the country. These links improve outcomes for the children and families we support.

Managers from our Invisible Walls project led workshops at a national prisons conference called **200,000 Reasons to Care**. The event focused on the estimated 200,000 children affected by arrest, trial and imprisonment of a parent, sibling or other family member.

A children's service manager from Essex led a session at a Capita Conference on children's services called **Tracking Progress and Improving Outcomes**. We were invited to speak following particularly good feedback from Ofsted on Hazelwood Children's Centre.

Two of our young carers spoke at the **Oxfordshire Young Carers Conference** in front of over 100 professionals from health services, schools, police and social care. They talked about the importance of people understanding what young carers do and how they feel.

We spoke at the **Hidden Exhibition** about young carers in the West Midlands, and our young carers produced their own display to show what it means to be a young carer.

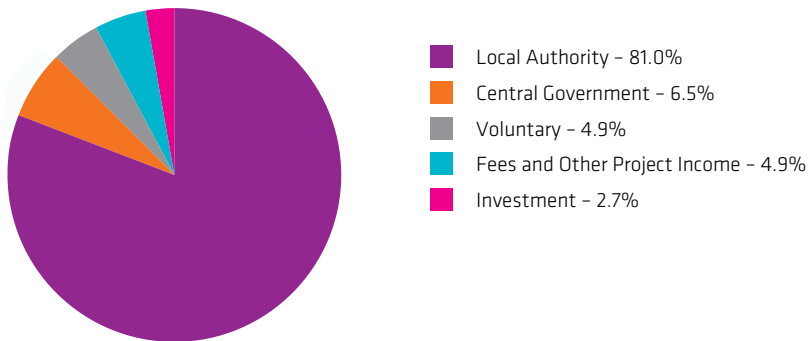
Even Michael Palin CBE put in a good word for us by praising our work with the families of prisoners at the annual **Longford Lecture**, which provides a national platform for a serious contribution to questions of social and penal reform.

A Tri-borough 12 year old was awarded "Young Carer of the Year" at the prestigious Annual Carers award ceremony in London.

Our finances

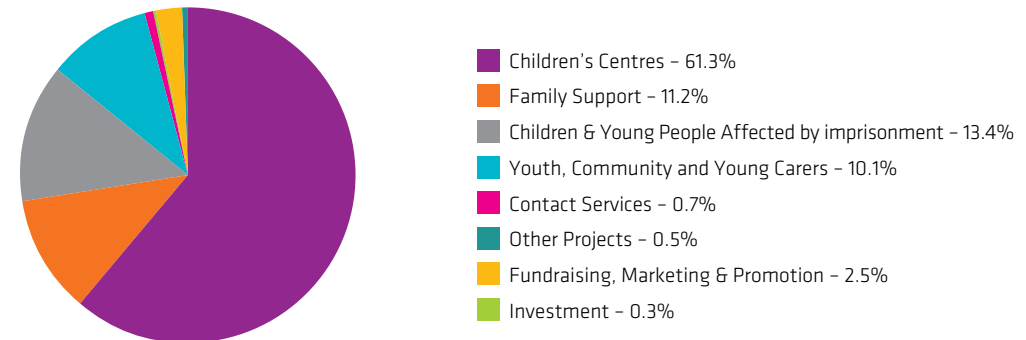
As a national Christian children's charity with a history spanning almost 150 years, we want to ensure that our much needed services continue to be available in the future. This is why we strive to be good stewards of the income, gifts and legacies we have received over many generations. There is a great deal of economic and political uncertainty at the moment, but as you can see our finances are secure. Through the good management of our assets, the blessing of sustained income, prudent control over our expenditure, and the continued generosity of our supporters, we have a firm foundation to continue serving children and families for generations to come.

Total income: £15,163,000



As in the previous year, the majority, 81.0% of our income, £12,288,000 (2015: £13,369,000) came from the statutory sector, mainly from local authorities, particularly in support of the number of early help/children's centre services we manage. We also receive 6.5% of our income £980,000 (2015: £987,000) from central government departments through our contract with the National Offender Management Service (NOMS) to run the Prison Visitor services in the London prisons. Virtually all external funding was given for specific services and is therefore restricted solely to that purpose and not transferable from one service to another.

Total expenditure: £14,865,000



Over 97% of our expenditure was incurred in direct support of our work with children, young people and families. Our children's centres work declined again this year as a result of fixed term contracts ending but this aspect of our work still accounted for 61.3% at £9,112,000 (2015: £9,596,000) of total spend, our family support work increased to 11.2% of the total at £1,668,000 (2015: £1,541,000), with children and young people affected by imprisonment accounting for 13.4% of the total at £1,993,000 (2015: £2,034,000) and youth, community and young carers work accounted for 10.1% of the total at £1,497,000 (2015: £1,680,000). Employment costs remained by far the highest single item of expenditure at over 68%, but overall fell by 9.3% to £10,171,000 (2015: £11,220,000), the majority of this is in direct services support personnel.

Total funds: £15,894,000

At the year-end the total funds of the Charity increased in the period by in excess of £1.0m, the equivalent of 7.3% to £15,894,000 (2015: £14,814,000). This very beneficial result was not envisaged at the start of the year with a deficit budget projected. Of our total funds, £4,817,000 (2015: £4,587,000) were restricted funds which can only be spent on the specific purpose for which the funds have been given. The permanently endowed funds which are vested in the freehold property of Spurgeons' central office in Rushden continued to depreciate to a year-end book value of £110,000 (2015: £114,000). The designated funds of £6,878,000 (2015: £6,028,000) are those set aside by the trustees for a particular purpose and comprise the Property Investment Fund £4,264,000 (2015: nil) and the Central Office Development Fund £2,614,000 (2015: £2,669,000). General Funds were increased by £4,000 to £4,089,000 (2015: £4,085,000). The balance sheet and the liquid funds position of the Charity at year-end remains strong, as a result the accounts have been prepared on a going-concern basis.

Voluntary Income and Support

Grants

We are able to continue much needed services for vulnerable children, and introduce new projects, with thanks to grant giving bodies. Our fundraising team has secured future funding support: victims of child sexual exploitation through the Phoenix Project; children with fathers in prison through our Invisible Walls project in HMP/ YOI Winchester; and Young Carers through the further development of new support services.

Individuals

We are incredibly grateful for the continued support from individuals, who choose to donate to Spurgeons - either through regularly monthly giving; adhoc donations; or in response to one of our mailings or Footprints throughout the year. Regular donations mean we can plan our services for the future. This support means so much to us and ensures we can do so much more for the children and families we support.

Churches

Our church donors have continued to support the work we do, for which we are so grateful. We received a great response to our Christmas Appeal, along with lots of feedback to help us make it even more successful next year. Spurgeons' Sunday to mark our founder, Charles Haddon Spurgeons' birthday, was embraced and his memory and legacy celebrated. Prayers were shared for all those affected by imprisonment during Prisons Week.

Legacies

Our first legacy started with Anne Hillyard who, with a £20,000 gift, made the inception of Spurgeons possible. We are blessed that individuals continue to give legacies to our vital work. With their kindness and generosity, memories live on as we are able to improve the lives of thousands of children for the future.

Spurgeons' Network

During the year, we developed the Network around Spurgeons' services in South London, Birmingham and the east of the country, adding to the difference Spurgeons can make in the lives of children and families. An important endorsement of this approach was the successful bid to the Diocese of Peterborough, to pilot a new way of working with local churches over the coming years. Together for Families will work with church and community groups alongside our Children's Centre teams in Peterborough and East Northants to support families with young children affected by social and geographic isolation.



Our history and preparing for our future

Our history

Founded in 1867, Spurgeons is very proud of its heritage. If not for the generosity of one woman, Anne Hillyard, and the passion, faith and drive of one man, Charles Haddon Spurgeon, we would not be changing young lives today.

Anne Hillyard wrote to Charles Haddon Spurgeon offering him £20,000 (worth approximately £2m in today's terms) on condition that he established an orphanage for fatherless boys. As a result, Spurgeon, driven by faith-rooted compassion, opened his first orphanage to care for the street children of his day. When our last orphanage closed in 1979, we worked with churches to care for children through 'foster' style homes until the early 1990s when partnerships that now include local authorities enabled us to take our service delivery into new communities.

Throughout our journey, we have always seen every child, young person and parent as someone made uniquely and with dignity. We value families and communities as our genuine partners, who we seek to build up and support. In this way, we honour not only our heritage, but demonstrate the integrity of our faith basis and maintain our hope and confidence for the future.



Preparing for the future

The next year sees us enter exciting times as we prepare for our 150th birthday celebrations and mark the legacy left behind by Charles Spurgeon and Anne Hillyard.

With our services as needed and as relevant today as ever before, we will continue to strive forward in achieving our strategic goals and help give more children back their childhoods.

Our ambitions for 2016/17

In 2016/17 Spurgeons will continue to work towards achieving the four strategic goals set out in its organisational strategy, Striding Forward to 2020. Our key objectives are set out below against each of these.

1. Evidence the impact we have on the lives of those we work with

- We will implement a single framework, outlining the theories of change for service delivery against which delivery outcomes are then reported, using consistent and robust outcome measurement tools.
- We will deliver a new platform for providing a reliable and secure document management/case recording system.

2. Be recognised for delivering innovative, high quality services

- We will launch a Research and Development Function with the aim of identifying and understanding what works, new ways of working or service responses.
- We will improve the system of recruiting, supporting, retaining and valuing our volunteers.

3. Influence change by speaking-up on behalf of those with whom we work

- We will raise our profile in order to be more effective at speaking up and speaking out on behalf of children and young people.
- Partnerships with the Christian community and churches will be placed central to how we work and deliver services.

4. Achieve a medium-term financially sustainable organisation that enables maximum resources to be utilised to achieve our mission

- We will meet our income target for tendering income that provides long term financial stability alongside other sources of income and realise an organisational turnover of at least £13 million.
- We will be bolder and more creative in the ways we raise funding and particularly funding for specific projects from sources beyond the statutory sector.

Specific acknowledgements

Big Lottery Fund – Youth in Focus - Grant received for our **Sisters project** £84,274.

Big Lottery Fund – Reaching Communities - Grant received for our **Invisible Walls project** £99,950.

Big Lottery Fund – Grant received for our **Phoenix project** £100,000.

Big Lottery Development Fund – Grant received for our **Phoenix project** £15,000.

Children in Need – Grant received for our Birmingham Young Carers Substance Misuse project £7,560.

Comic Relief – Grant received for our Young Carers Healthy Lifestyle project £15,000.

Thank you to the **318 churches** that give us their support throughout the year.

CHK Charities Ltd, £7,000 to support the Spurgeons' **Phoenix project**.

Spurgeon Oaklands Charitable Trust, £3,000 for the **Invisible Walls project**.

Hampshire Police and Crime Commissioner £20,000 for **Invisible Walls project**.

Other donations:

The Orangefield Trust

Buckingham Trust

Andor Charitable Trust

Ebenezer Trust

Miss E.C. Webber & Mrs E.M. Doidge

Thank you



“I can’t thank Spurgeons enough. I’m thinking more like a Dad and looking forward to a positive future.”

A parent from the Spurgeons Invisible Walls programme at HMP Winchester.



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IN PEOPLE**

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