

# **St Michael's Fellowship**

## **Report and Financial Statements**

Year ended 31 March 2025

Company Registration Number 02914273 (England and Wales)

Charity Number: 1035820

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## Reference and administrative details of the company and its advisors

<b>Trustees</b>	Sally Prentice (Chair, resigned 6 November 2025) Jonathan Bannister (Deputy Chair from 20 February 2025, Chair from 7 November 2025) Oretha Wofford (Deputy Chair, resigned 19 February 2025) Samantha da Soller (Treasurer, appointed 15 July 2024) Sean Cranitch (appointed 10 March 2025) Yasmin Garcia-Sterling Jasmine Kaur Assi Candice Levy (appointed 10 March 2025) Juline Sinclair Maria Takaendisa (appointed 9 June 2025) Shantel Thomas (appointed 9 June 2025) Valerie Wass OBE (resigned 31 December 2024) Regina Zyrek (appointed 9 June 2025)
<b>Director Chief Executive</b>	Sue Pettigrew OBE (resigned 25 April 2025) Oretha Wofford (appointed 31 March 2025)
<b>Registered office</b>	136 Streatham High Road London SW16 1BW
<b>Registered number</b>	02914273 (England and Wales)
<b>Charity number</b>	1035820
<b>Auditor</b>	Buzzacott Audit LLP 130 Wood Street London EC2V 6DL

## Reference and administrative details of the company and its advisors

**Bankers** National Westminster Bank Plc  
145 Clapham High Street  
Clapham  
London  
S4 7TH

COIF Charity Funds  
80 Cheapside  
London  
EC2V 6DZ

Virgin Money Plc  
Jubilee House, Gosforth  
Newcastle on Tyne  
NE3 4PL

**Solicitors** The Charity Team at Russell-Cooke  
2 Putney Hill  
London  
SW15 6AB

## Trustees' report 31 March 2025

The Trustees, who are the directors for the purposes of company law, present their statutory report together with the audited financial statements for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out on pages 24 to 27. They comply with the charitable company's Memorandum and Articles of Association, applicable laws and the requirements of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

### OBJECTIVES AND ACTIVITIES

## Working together to keep families together

Parenting is the biggest single factor affecting children's well-being and development

#### Purposes and aims

The objects of the charity are: "the relief of poverty, sickness and emotional and physical hardship by the provision of accommodation, assistance and support, counselling, training and rehabilitation for children and their parents, whether in accommodation provided by the charity or in the wider community, who are in need of such relief so that they may become responsible and independent parents and members of society".

The prime aim of the charity is to give a child the best possible start in life by working with parents to develop their parenting skills. Allied to this is the aim to help and encourage the members of a family to become fully integrated into the mainstream of society.

The principal activity of the charity is offering support to vulnerable families including very young parents through residential family assessment centres and working in the community.

St Michael's Fellowship (St Michael's) provides accommodation, help and training in residential family assessment centres in the boroughs of Lambeth and Wandsworth, for families where children are at risk or where there is other emotional, mental or physical hardship. Such support includes an assessment of parenting skills. Each centre is a converted Victorian family house, non-institutional in feel, staffed by a professional team. We also offer follow-up support to families when they leave the centre through our Securing Change programme, regardless of whether the parents leave with their child or children.

Through partnerships with children's centres and further charitable funding, St Michael's offers a number of Community projects. These provide some of the same services to mums and dads and their children who are living in their own homes, but who, for whatever reason, are in difficulty.

St Michael's also provides a contact centre, Jigsaw, which helps separated children and their parents build a stronger and healthier relationship.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning future activities and are satisfied that we meet the guidance.

## Trustees' report 31 March 2025

### **OBJECTIVES AND ACTIVITIES** (continued)

The 2024-25 financial year has been another busy one for the whole staff team and the Board of Trustees.

Last year, Sue Pettigrew announced her plans to retire as Director after 35 years in post, and over 50 years with St Michael's. Sue retired in April 2025 and in recognition of her immense contribution and leadership, the trustees agreed to make Sue a patron for St Michael's.

The major focus for Trustees during the year has been the recruitment of a new Chief Executive. The preparation for this was intensive, and involved all members of the Board in a thorough recruitment process. The trustees are delighted to confirm the appointment of Oretha Wofford to the post with effect from 31 March 2025.

### **Strategic plan and objectives**

The Trustees reviewed and updated the strategic plan in March 2024 for the next year, pending the appointment of the new Chief Executive. The strategic priorities are continued focus on:

- ◆ Maintaining the quality of our residential assessments
- ◆ Widening and embedding our outreach and community services

In 2024-2025 our key objectives were:

1. Recruitment and induction of a new Chief Executive following the retirement of the long-standing director
2. Reviewing the scope and reach of outreach and community services to ensure they continue to meet the changing needs of beneficiaries
3. Continued emphasis on staff training and development to achieve a "one service approach"
4. Recruitment to the Board of Trustees to replace trustees who have completed their terms of office, and to further strengthen diversity and skills

Our key objectives for 2025-26 are:

1. Introducing a new standardised recording and reporting framework, across all services
2. Further review of the structure and reach of community services to ensure they continue to meet the changing needs of beneficiaries
3. Investing in training and development to increase capacity.

## ACHIEVEMENTS AND PERFORMANCE

### 1. Recruitment and induction of new Chief Executive

We are pleased to announce the recruitment of Oretha Wofford as our new Chief Executive with effect from 31 March 2025. Oretha has over 30 years' experience in children's social care, as a practitioner and service transformation leader. Oretha brings a deep commitment to child safeguarding, family-led interventions and anti-oppressive practice.

Under Oretha's leadership, St Michael's vision is to remain at the cutting edge of progressive, relationship-based and evidence-informed practice, with a strong commitment to social justice and advocating for a system that truly works for children.

### 2. Reviewing the scope and reach of outreach and community services

Our outreach and community services continue to evolve to meet the needs of beneficiaries. We offer a range of group work alongside bespoke one-to-one work, as further detailed below.

Our work is focused on both mothers and fathers and the role they each have in their children's lives. Young fathers are often a marginalised group, and we are working with individual fathers and local authorities to try to redress this issue.

### 3. Continued emphasis on staff training and development to achieve a "one service approach"

We have updated our induction process to include an introduction to all of St Michael's services which has encouraged broader integration across services. This has been supported by increased opportunities for whole team training and knowledge sharing through the wider training programme.

We support staff in their early careers as social workers through the ASYE scheme (Assessed and Supported Year in Employment), and provide a wide-reaching training programme for all practitioners and support staff.

### 4. Recruitment to the Board of Trustees to replace trustees who have completed their terms of office, and to further strengthen diversity and skills

We have successfully recruited two new trustees in March 2025: Sean Cranitch and Candice Levy.

Sean spent 25 years working in Inner London schools as headteacher and school governor, with extensive experience of working closely with families facing extraordinary challenges.

Candice has over 20 years' experience in Children's Services, including child protection, residential care and family assessment, and is an advocate for trauma-informed, child-centred practice.

## Trustees' report 31 March 2025

A further three trustees have joined the board in June 2025: Shantel Thomas, Maria Takaendisa, Regina Zyrek.

Shantel is a social work leader and activist, and has led change across youth justice, academia and professional leadership. Shantel champions equality and challenges systemic racism.

Maria is a transformative Ubuntu coach with expertise in trauma, including racial, organisational and vicarious trauma, with a deep belief in the power of being heard and creating environments that foster healing, justice and equity.

Regina has over 8 years' experience of HR leadership in the non-profit sector, and is committed to best practice, inclusion and social impact.

The combined skills, experience and backgrounds of the new trustees bring further rigour and diversity to the board.

### Update on services and performance

During 2024-2025 over 220 parents were helped through all our services, as further detailed below (2024: 225 parents).

As in previous years, the parents we worked with have complex backgrounds. By working alongside parents to address pressing difficulties and past trauma we have given them the opportunity to improve their parenting skills so children stay with their parents and do not go into care wherever possible.

### **Residential Centres**

The last year has continued to present challenges in recruiting staff, which has been a sector-wide issue within social care. Nonetheless, we have continued to offer consistent and high quality support through our range of services to an increased number of families this year.

Whilst local authorities continue to be faced with financial constraints, residential assessments are still regarded as effective and assist the family courts in making a decision that secures the best future for the child or children. Our 3 residential centres are accredited with Ofsted and all assessed as Good.

We worked with 23 families including 29 children (2024: 22 families), residentially from 9 different local authorities. Early intervention is often critical: the majority (69%) of children we worked with were less than one year old (2024: 80%).

This year 43% of families returned to the community with their children (2024: 41%). For a further 9% of families the final outcome is not known – this reflects the extended period between placements ending and the final court hearing.

## **Trustees' report 31 March 2025**

This year 6 families (26%) had had a total of 14 children removed from their care prior to being placed with us, and 3 of them returned home with their subsequent child. The lack of support for parents following removal of a child is an issue we are endeavouring to address through our Securing Change programme.

### **Securing Change**

This service has continued to be offered to all parents who undergo a residential assessment, to offer both practical and emotional support that embeds positive change, and to step in during periods when parents may be struggling. We are helping to reduce cases of mothers having children removed over and over again through repeat care proceedings.

Our Securing Change practitioner offers a bespoke service to each family she works with, introducing herself to the family whilst they are in residence and then agreeing next steps as they are ready to move on. Moving from a very supportive environment to independence can be daunting and our practitioner helps the family to prioritise their needs to try and smooth the transition.

Our dedicated practitioner has worked intensively with 18 parents in the year (2024:15). Typically, she will work with a family for between six and twelve months. We endeavour to offer the service in the family's home travelling to many parts of South East England and further afield.

### **Community Projects**

We have continued with our outreach services for pregnant teenagers and young mothers and fathers up to 25 years. Our work is delivered through a combination of one-to-one bespoke support and group work. By successfully securing additional funding, we have expanded our work to cover a wider area of South London.

We have supported 52 young mums and 22 young fathers (2024: 50 and 22), through our one-to-one work. A further 22 parents have attended our support groups (2024: 31). We often work with parents over extended periods, in response to their ongoing needs.

The lives of the young parents we work with remain complex with many issues that need addressing: from support with housing and benefits, basic equipment for their home, debt advice, domestic violence, mental health issues, the child being subject to a child protection plan or a child in need plan, to name but a few. We have also supported parents through Residents' Grants and the Lambeth Public Health scheme, and provided opportunities to take part in our summer activities programme.

Our work is focussed on both young mothers and fathers to meet their individual needs. Young fathers are a marginalised group and the importance of offering a dedicated service to address their needs cannot be underestimated. A number of services see young fathers as the problem rather than the solution, and we are working with individual fathers, courts and local authorities to try to redress this issue.

## **Trustees' report 31 March 2025**

We are the delivery partner for Lambeth for the Caring Dads programme. Through our accredited trainer, we have delivered the Caring Dads programme to 29 Dads from both Lambeth and other referrers. We have also delivered training to other professionals wishing to become Caring Dads facilitators across 4 other boroughs.

### **Jigsaw**

Our 'Jigsaw' contact centre is a child-friendly, self-contained family space in South London, accredited with NACCC. This service helps separated children and parents build stronger and healthier relationships. We aim to ensure both the child and parents have a good experience during contact and to make it as easy as possible for everyone.

This year, we provided contact to 58 families including 88 children (2024: 52 families, 75 children).

The contact centre is now open 7 days a week. Whilst we recognise that face-to-face contact is the preferred option, we also offer online contact for families living further afield.

### **Fundraising**

We continue to be reliant on fundraising to support our work with families.

During the year, we received the final instalment of the Comic Relief, Winter Appeal. The campaign was promoted last year via the London Evening Standard and has generated additional unrestricted funding to support all our ongoing services with families.

We are grateful to all our partners, donors and marathon runners who support the ongoing delivery of our work. We also recognise former supporters who have left legacies this year.

We continue to build relationships with funders in order to build a confidence and belief in St Michael's work of support and interventions with families. We believe that closer collaboration and partnership will help to secure longer term funding for our work.

We have continued to develop our marketing strategy to ensure it supports fundraising. We have expanded our presence across a range of social media platforms in order to raise the profile of the charity, broaden engagement with supporters and build partnerships with other similar charities.

## **FINANCIAL REVIEW**

### **Results for the year**

The overall deficit for the year was £144,256 (overall surplus for 2023/24: £227,791) following a decrease in income generated through charitable activities in the year.

The £46,446 deficit on restricted funds activities, is met through funds previously secured (brought forward). Meanwhile the £97,810 deficit on unrestricted funds activities has decreased unrestricted reserves carried forward to £690,745.

Income from our residential and community assessment services has decreased by 5% this year. The previous year included one-off other income for reimbursement for repair period. Income from continuing services has increased by 6%.

Income from our outreach and community work with young parents has also decreased by 30% this year. This is due to longer term grants for project work coming to an end.

Income from donations has increased by 27% and includes legacy income received in the year. Income raised through marathon sponsorship and individual donors has seen a small increase.

During the year we increased charges to Local Authorities to ensure that the impact of inflation on costs is covered. Fees charged by St Michael's are on a fully costed recovery basis and are in line with market.

### **PRINCIPLE RISKS AND UNCERTAINTIES**

The principal risks faced by St Michael's and the measures put in place to manage these risks are:

1. General Reserves have been depleted through the losses incurred in three out of the last four previous financial years. Our strategic priority to build on key capabilities of staffing and infrastructure remains a key focus of the executive team following the appointment of a new CEO in early 2025, and is integral to securing ongoing financial stability and rebuilding reserves.
2. St Michael's continues to be largely reliant on income from Local Authorities through spot purchasing contracts for placements in our residential assessment centres. We have seen a steady level of demand for our Residential Assessments, as a result of the charity's continued focus on providing a high quality and effective service, and an acknowledgement of the continuing levels of need. The risk of a fall in placements and income is mitigated by the fact that St Michael's provides services to a broad base of Local Authorities and continues to develop additional services to meet the varied demands of supporting families. In addition, fundraising activities have been expanded to reduce the dependency on single sources of income.

## Trustees' report 31 March 2025

3. The work of St Michael's is focussed on ensuring the safeguarding of children in their parents' care and the safeguarding of the parents, many of whom are 'adults at risk'. St Michael's mitigates this risk through its operational procedures including careful planning, setting clear expectations of families and staff, close monitoring within the centres, risk identification, training and supervision of staff and monthly inspections. Our residential centres are also inspected by Ofsted. All are rated as Good.
4. Staff recruitment and retention is a risk because without full teams we are unable to meet our occupancy targets. St Michael's seeks to mitigate this risk through investment in its staff. Specific measures include annual salary benchmarking, investment in training and supervision, and career development and succession planning.
5. The quality of the property is also critical to meeting occupancy targets. St Michael's mitigate this risk through close relationships with the Housing Associations to ensure timely delivery of routine repairs and to plan and schedule major works.

St Michael's maintains a detailed risk register and reviews the most significant risks at every Board meeting. Measures have been put in place, to the extent possible, to manage these risks in order to reduce both their likelihood and impact, whether to St Michael's service users or its reputation and financial position. Significant risks are brought to the attention of the Board as they arise.

### **Investment policy**

The trustees' investment policy is to ensure that all reserves are held in a form in which their capital value is secure.

An amount of reserves equivalent to at least three months of working capital should remain readily available in a current account, or a deposit or savings account with instant access.

Reserves over and above three months of working capital can be held in deposit or savings accounts as long as access is available (without penalty costs) within a notice period enabling the Charity to meet its cash flow requirements above three-months of working capital.

### **Fundraising policy**

St Michael's Fellowship is committed to its charitable aims, and fundraises in order to improve the lives and futures of families which helps to secure the best possible future for their children.

St Michael's employs an in-house fundraiser (Head of Fundraising) with a remit to raise funds from trusts, foundations, corporates and individuals. We use themed campaigns to target specific needs and engage support from the local community. We engage individuals through challenge events, regular giving and independent fundraisers. We do not carry out door-to-door or street fundraising.

## Trustees' report 31 March 2025

Our fundraising, in all its forms, is legal, open, honest and respectful. We clearly state how donations are used to fulfil our mission. We are respectful of the wishes, preferences, personal information and circumstances of the people we interact with and who choose to donate to us, and we will take all steps necessary to comply with the law and fundraising practice standards.

Our fundraising is compliant with the Fundraising Regulator as well as Charity Commission guidance. Our approach has been informed by the Institute of Fundraising's guidance on treating donors fairly and General Data Protection Regulation (GDPR). We do not use third party fundraisers, commercial participators or their representatives to raise funds for us.

We have a robust fundraising complaints policy and have not received any complaints in relation to our fundraising activities.

### **Reserves policy**

The Trustees aim to maintain sufficient reserves to support the day-to-day expenditures and cash-flow demands, plus a sufficient buffer to cover the ongoing operating expenses of the services at times when demand may slacken.

To meet this need, the Trustees aim to maintain a General Fund (within unrestricted reserves) which is not less than one third of the current year's budgeted operating expenses for core services.

The reserves policy is reviewed annually by the Trustees.

### **Reserves as of 31 March 2025**

St Michael's reserves stand at £734,196 at 31 March 2025 (2024: £878,452) and are in two forms: restricted and unrestricted.

#### *Restricted reserves*

Restricted funds will be expended in due course in accordance with their restricted purposes. Restricted funds are £43,451 (2024: £89,897).

#### *Unrestricted reserves*

Unrestricted funds are retained to meet a number of needs:

The General Fund stands at £589,791 at March 2025 and covers 3.9 months' operating costs (2024: £687,601, equivalent to 4.5 months) which is just below the threshold required by the reserves policy. The Trustees consider that the current level of reserves will provide sufficient cover to allow the business to continue to operate.

The Trustees have also decided to set aside funding for the development of St Michael's work, via a Designated Development Fund.

The Designated Fund of £100,954 (2024: £100,954) is earmarked for strategic development and impact measurement; governance, leadership and management development; and upgrading furniture and equipment across services. There has been no change to the Designated Fund during the financial year.

## **GOING CONCERN**

As set out in the Going Concern section of the Principal Accounting Policies on page 24 of the Financial Statements, the Trustees have considered the operational actions taken by the leadership team since the appointment of a new CEO in early 2025, liquidity and reserves, current levels of activity and operating forecasts.

The Trustees consider that despite some continuing challenges, there are no material uncertainties about the charitable company's ability to continue as a going concern.

## **FUTURE PLANS**

The future plans are defined by the strategic objectives for the year. The immediate priority is building on key capabilities of staffing, including induction for the new CEO, whilst maintaining good governance and financial management.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

The organisation is a charitable company limited by guarantee, incorporated on 23 March 1994 and registered as a charity on 31 March 1994. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

All Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in Note 6 to the accounts.

St Michael's Board of Trustees is also the Board of directors under company law. The Board meets formally four-six times a year. The Board of Trustees delegates to the Chief Executive the responsibility for managing all the day-to-day affairs of the organisation that fall within the scope of an annually agreed budget and operating plan. The Treasurer maintains contact with the Chief Executive and the Head of Finance to provide oversight of financial management, systems and procedures, under authority delegated by the full Board of Trustees and in accordance with the Board's financial procedures.

To support the work of the Board there are two sub-committees chaired by Trustees and reporting to the Board:

- ◆ The Finance Committee oversees budgetary control with the Chief Executive. This committee considers financial matters, proposals and issues of risk before presentation to the Board.
- ◆ The EDI Committee provides guidance and oversight on all EDI matters.

In addition, 2 Trustees are assigned to the residential centres, with responsibility for bi-monthly inspection visits. Reports from inspection visits are provided to the Board.

The organisation's occupancy of the houses in which it provides its residential assessment services is governed by management agreements with London and Quadrant Housing Trust and Southern Housing.

## Trustees' report 31 March 2025

In line with the recommended practice of the Charity Governance Code, the Board of Trustees has adopted a Governance Manual to provide guidance to Trustees and staff involved in the governance and management of the organisation.

The Trustees believe that the diversity of the service users and staff should be reflected in the makeup of the Board. It recognises that diversity in all its forms leads to a more effective Board. The Board regularly reviews skills, experience and diversity of its members to inform Trustee recruitment.

The Board ensures conflicts of interest and duties are properly addressed and has drawn up a conflicts of interest policy and maintains a register of interests. At the start of each Board meeting all Trustees are asked to confirm that they have no conflicts of interest in respect of St Michael's business.

Under company law we are required to identify the people with significant control (PSC) over the company and confirm their information, maintain a record and provide this information to Companies House annually. We, as a Board, have considered this requirement and do not believe that any Board member or member of staff has significant control over the organisation. Our PSC register reflects this position.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2025 was 8 (2024 – 8). The Trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

### **Appointment and departure of Trustees**

The Trustees give their time voluntarily. Trustees have been recruited by advertisement as and when new appointments need to be made in accordance with a matrix of skills and experience that the Board has agreed to be required. New Trustees are inducted by way of personal briefings, an induction pack and the support of a more experienced Trustee. All Trustees are required to complete 'an introduction to safeguarding' and are given further opportunities for Trustee training by attending relevant conferences and seminars. Trustees are appointed to the Board by the existing Trustees. The Trustees are the members of the charitable company.

During the year, Val Wass and Oretha Wofford resigned as trustees. Both gave their time generously and we are indebted to them for their invaluable support.

### **Remuneration policy for key management personnel**

To deliver its charitable aims, St Michael's employs sufficient staff with the necessary skills and qualifications. We are committed to ensuring that we pay our staff a fair and appropriate salary that is within our means.

We monitor salaries against the National Joint Council pay scales for all staff, and any overall changes to the rates of pay or to the salaries of senior staff are approved by the Board. The pension provisions for all staff regardless of seniority are the same.

The remuneration ratio (highest paid versus the median salary) is 1.9:1 (2024 – 2.1:1). We are committed to paying the London Living wage and above.

## **TRUSTEES' RESPONSIBILITIES STATEMENT**

The Trustees (who are also directors of St Michael's Fellowship for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period.

In preparing these financial statements, the Trustees are required to:

- ◆ Select suitable accounting policies and then apply them consistently
- ◆ Observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)
- ◆ Make judgements and estimates that are reasonable and prudent
- ◆ State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- ◆ Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

- ◆ So far as the Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware
- ◆ The Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

## Trustees' report 31 March 2025

### TRUSTEES' RESPONSIBILITIES STATEMENT (continued)

The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees' report has been approved by the Trustees on 15 December 2025 and signed on their behalf by:

A handwritten signature in blue ink, appearing to read 'Jonathan Bannister', with a large loop at the end of the name.

Chair - Jonathan Bannister

## **Independent auditor's report Year to 31 March 2025**

### **Independent auditor's report to the members of St Michael's Fellowship**

#### **Opinion**

We have audited the financial statements of St Michael's Fellowship (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

#### **Other information**

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

## **Independent auditor's report Year to 31 March 2025**

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

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

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit, or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

## **Independent auditor's report** Year to 31 March 2025

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page [X], the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

#### *How the audit was considered capable of detecting irregularities including fraud*

Our approach in identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the Senior Statutory Auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with management, and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Charities Act 2011, Companies Act 2006, data protection legislation, anti-bribery, safeguarding, employment, health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

## Independent auditor's report Year to 31 March 2025

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of trustee meetings;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing any available correspondence with HMRC and the company's legal advisors (although none was noted as being received by the charitable company).

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## **Independent auditor's report** Year to 31 March 2025

### **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in cursive script that reads "Buzzacott Audit LLP".

Hugh Swainson (Senior Statutory Auditor)  
For and on behalf of Buzzacott Audit LLP, Statutory Auditor  
130 Wood Street  
London  
EC2V 6DL

19 December 2025

**Statement of financial activities** Year to 31 March 2025  
(including income and expenditure account)

	Notes	Restricted fund £	Unrestricted funds £	Total funds 2025 £	Restricted fund £	Unrestricted funds £	Total funds 2024 £
<b>Income from:</b>							
Donations	1	23,000	138,454	161,454	--	127,179	127,179
Interest receivable		--	18,271	18,271	--	19,190	19,190
Charitable activities:							
. Residential and community assessment	2a	1,000	2,014,110	2,015,110	1,000	2,124,951	2,125,951
. Community projects	2b	363,241	31,771	395,012	514,752	41,879	556,631
. Residents grants fund	13	2,300	--	2,300	2,700	--	2,700
<b>Total income</b>		<b>389,541</b>	<b>2,202,606</b>	<b>2,592,147</b>	<b>518,452</b>	<b>2,313,199</b>	<b>2,831,651</b>
<b>Expenditure on:</b>							
Raising funds		8,118	60,742	68,860	468	62,953	63,421
Charitable activities							
. Residential and community assessment		2,294	2,139,515	2,141,809	5,606	1,956,861	1,962,467
. Community projects		423,888	100,159	524,047	496,430	78,875	575,305
. Residents grants fund	13	1,687	--	1,687	2,667	--	2,667
<b>Total expenditure</b>	3	<b>435,987</b>	<b>2,300,416</b>	<b>2,736,403</b>	<b>505,171</b>	<b>2,098,689</b>	<b>2,603,860</b>
<b>Net (expenditure) income before transfer</b>							
	5	<b>(46,446)</b>	<b>(97,810)</b>	<b>(144,256)</b>	13,281	214,510	227,791
Transfers between funds	13	--	--	--	30,794	(30,794)	--
<b>Net (expenditure) income and net movement in funds</b>							
		<b>(46,446)</b>	<b>(97,810)</b>	<b>(144,256)</b>	44,075	183,716	227,791
<b>Reconciliation of funds</b>							
Fund balances brought forward at 1 April 2024		89,897	788,555	878,452	45,822	604,839	650,661
<b>Fund balances carried forward at 31 March 2025</b>	13	<b>43,451</b>	<b>690,745</b>	<b>734,196</b>	<b>89,897</b>	<b>788,555</b>	<b>878,452</b>

All of the above results are derived from material continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 13 to the financial statements.

## Balance sheet 31 March 2025

	Notes	2025 £	2025 £	2024 £	2024 £
<b>Fixed assets</b>					
Tangible assets	9		<b>17,872</b>		11,810
<b>Current assets</b>					
Debtors	10	<b>424,145</b>		572,135	
Cash at bank and in hand		<b>532,079</b>		537,254	
		<b>956,224</b>		1,109,389	
<b>Creditors: amounts falling due within one year</b>	11	<b>239,900</b>		242,747	
<b>Net current assets</b>			<b>716,324</b>		866,642
<b>Total net assets</b>	12		<b>734,196</b>		878,452
<b>Funds</b>					
Restricted funds			<b>43,451</b>		89,897
Unrestricted funds					
. Designated fund			<b>100,954</b>		100,954
. General fund			<b>589,791</b>		687,601
<b>Total funds</b>	13		<b>734,196</b>		878,452

Approved by the Trustees of St Michael's Fellowship, Company Registration Number 02914273 (England and Wales), 15 December 2025, and signed on their behalf by:



Chair - Jonathan Bannister

## Statement of cash flows 31 March 2025

	Notes	2025 £	2024 £
<b>Cash flows from operating activities:</b>			
<b>Net (expenditure) income for the year (as per the financial statements)</b>		<b>(144,256)</b>	227,791
Depreciation charges		7,195	6,974
Interest receivable		(18,271)	(19,190)
Decrease (increase) in debtors		147,990	(253,294)
(Decrease) increase in creditors		(2,847)	16,972
<b>Net cash (used in) operating activities</b>		<b>(10,189)</b>	(20,747)
<b>Cash flows from investing activities:</b>			
Interest received		18,271	19,190
Purchase of fixed assets		(13,257)	(14,545)
<b>Net cash provided by investing activities</b>		<b>5,014</b>	4,645
<b>Change in cash and cash equivalents in the year</b>		<b>(5,175)</b>	(16,102)
<b>Cash and cash equivalents at the beginning of the year</b>	<b>A</b>	<b>537,254</b>	553,356
<b>Cash and cash equivalents at the end of the year</b>	<b>A</b>	<b>532,079</b>	537,254

### A Analysis of cash and cash equivalents

	2025 £	2024 £
Cash at bank and in hand	118,729	89,781
Notice deposits (less than three months)	413,350	447,473
<b>Total cash and cash equivalents</b>	<b>532,079</b>	<b>537,254</b>

## **Principal accounting policies 31 March 2025**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

### **Basis of preparation**

These financial statements have been prepared for the year to 31 March 2025 with comparative information presented in respect of the year to 31 March 2024.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) updated 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

The financial statements are presented in sterling and are rounded to the nearest pound.

### **Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

### **Critical accounting estimates and areas of judgement**

Preparation of the financial statements requires the Trustees to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include the estimation of the useful economic life of tangible fixed assets and the basis on which the support costs are allocated across the various categories of charitable expenditure.

### **Going concern**

The Trustees have considered the operational actions taken by the leadership team since the appointment of a new CEO in early 2025, liquidity and reserves, current levels of activity and operating forecasts.

The Trustees consider that despite some continuing challenges, there are no material uncertainties about the charitable company's ability to continue as a going concern.

The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

## **Principal accounting policies 31 March 2025**

### **Income**

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period.

Donations are received by way of donations and gifts and is usually included in full in the statement of financial activities when received. Donations received in respect of the London Marathon event are deferred until the Marathon has taken place.

Revenue grants are credited to the statement of financial activities when received or receivable whichever is earlier. Grants received that relate to a specific time period are deferred if it is outside the accounting period.

Fee and contract income is credited to the statement of financial activities in the period in which it is receivable and where any performance conditions attached to the income have been met. Any fee income received in advance of the financial period to which it relates is deferred and recognised in line with the period over which the related activity will be undertaken.

### **Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has received the service, any conditions associated with the donation have been met, and the economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised. Trustees give their time voluntarily.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

### **Interest receivable**

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

### **Expenditure and irrecoverable VAT**

Expenditure is recognised in the period in which it is incurred. Expenditure includes attributable VAT which cannot be recovered.

Expenditure on raising funds relates to the costs incurred by the charitable company in raising funds for the charitable work, as well as the cost of any activities with a fundraising purpose. Specifically, this includes the Bonds payable for the runners in the London Marathon.

## Principal accounting policies 31 March 2025

### Expenditure and irrecoverable VAT (continued)

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of the area of literature occupied by each activity.

Expenditure is allocated to a particular activity where the cost relates directly to that activity.

Support costs for the overall direction and administration of each activity, comprising the salary and overhead cost of the central function, are apportioned on the following basis:

- ◆ Support costs are allocated to community projects on the basis of the funding agreement which is based on a full cost recovery model.
- ◆ Remaining support costs are apportioned to the residential assessment centres based on the number of rooms available for residents in each house, which is an estimate of the amount attributable to each activity.

Note 4 shows how support costs have been re-allocated to the residential assessment centres and community projects.

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities. Governance costs have been apportioned across residential assessment centres and community projects based on the income ratios of each activity.

### Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £2,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

House fixtures and fittings	10 years	(10%)
House equipment	4 years	(25%)
Head office leasehold	10 years	(10%)
Head office equipment – telephone system	10 years	(10%)
Head office equipment – equipment	4 years	(25%)

### Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

## Principal accounting policies 31 March 2025

### **Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### **Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

### **Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

### **Fund accounting**

Restricted funds are to be used for specific purposes within the charitable objects as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are maintenance fees, grants, charges, donations and other incoming resources receivable or generated for the objects of the charity.

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

The charity transfers funds from unrestricted funds to restricted funds where there has been higher expenditure in running a project than the funds provided. Transfers of funds also are made from the general fund to designated funds in order to reach the specified target balances of the designated funds. No transfers are made out of restricted funds without written authority from the original funder.

### **Operating leases**

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due.

### **Pensions**

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no liability under the scheme other than for the payment of those contributions.

## Notes to the financial statements - Year to 31 March 2025

### 1 Income from donations

	Restricted funds £	Unrestricted funds £	2025 Total funds £
London Marathon	--	23,065	23,065
29 <sup>th</sup> May Trust	--	6,000	6,000
B&Q Foundation	10,000	--	10,000
Clothworkers' Foundation	10,000	--	10,000
Comic Relief	--	54,000	54,000
Dyers Company	--	3,000	3,000
Elizabeth & Prince Zaiger Trust	--	5,000	5,000
Howberry Trust	--	2,000	2,000
Jet Charitable Trust	--	500	500
Twinkle Trust	--	1,000	1,000
University of Roehampton Grad Scheme	3,000	--	3,000
Uxbridge Foundation	--	2,000	2,000
Gift in kind	--	1,350	1,350
Legacy income	--	20,850	20,850
Other donations	--	19,689	19,689
	<b>23,000</b>	<b>138,454</b>	<b>161,454</b>
	Restricted funds £	Unrestricted funds £	2024 Total funds £
London Marathon	--	14,746	14,746
Baring Foundation	--	16,397	16,397
Beatrice Laing Trust	--	5,000	5,000
Comic Relief	--	50,000	50,000
Dyers Company	--	1,000	1,000
Elizabeth & Prince Zaiger Trust	--	5,000	5,000
Howberry Trust	--	2,000	2,000
Humble Trust	--	200	200
Jet Charitable Trust	--	500	500
Paget Charitable Trust	--	2,000	2,000
Rathbone Redfern	--	2,000	2,000
Worshipful company of Fanmakers	--	2,500	2,500
29 <sup>th</sup> May Trust	--	3,000	3,000
Gift in kind	--	2,057	2,057
Other donations	--	20,779	20,779
	--	127,179	127,179

## Notes to the financial statements - Year to 31 March 2025

### 2 Income from charitable activities

#### a. Residential and community assessment

	Restricted funds £	Unrestricted funds £	2025 Total funds £
General fees	--	1,879,465	1,879,465
Parental support	--	126,597	126,597
Charges	--	4,352	4,352
Other	1,000	3,696	4,696
	<b>1,000</b>	<b>2,014,110</b>	<b>2,015,110</b>

  

	Restricted funds £	Unrestricted funds £	2024 Total funds £
General fees	--	1,802,513	1,802,513
Parental support	--	79,433	79,433
Supporting people	--	10,388	10,388
Charges	--	5,117	5,117
Other – Reimbursement for repair period	--	227,500	227,500
Other – grant	1,000	--	1,000
	<b>1,000</b>	<b>2,124,951</b>	<b>2,125,951</b>

#### b. Community projects

	Restricted funds £	Unrestricted funds £	2025 Total funds £
Lambeth Outreach Young Parents	150,000	--	150,000
Lambeth other	63,888	--	63,888
Caring Dads Programmes	--	28,001	28,001
Charles Hayward	15,000	--	15,000
City Bridge Trust	29,175	--	29,175
Comic Relief	6,137	--	6,137
Fatherhood Institute	29,999	--	29,999
Segelman Trust	35,000	--	35,000
St James Place Foundation	30,000	--	30,000
Other	4,042	3,770	7,812
	<b>363,241</b>	<b>31,771</b>	<b>395,012</b>

## Notes to the financial statements - Year to 31 March 2025

### 2 Income from charitable activities (continued)

#### b. Community projects (continued)

	Restricted funds £	Unrestricted funds £	2024 Total funds £
Lambeth Outreach Young Parents	157,500	--	157,500
Lambeth other	60,888	--	60,888
Lambeth Start for Life	50,000	--	50,000
Basketmakers Charitable Trust	1,000	--	1,000
Caring Dads Programmes	--	31,486	31,486
Charles Hayward	15,000	--	15,000
City Bridge Trust	56,725	--	56,725
Comic Relief	81,448	--	81,448
Ironmongers	9,116	--	9,116
John Coates Charitable Trust	5,000	--	5,000
L&Q Placemakers Fund	6,250	--	6,250
Lambeth Summer HAP	75	--	75
National Children's Bureau	100	--	100
Segelman Trust	35,000	--	35,000
St James Place Foundation	30,000	--	30,000
1485 Hardship fund	1,000	--	1,000
Other	5,650	10,393	16,043
	<b>514,752</b>	<b>41,879</b>	<b>556,631</b>

### 3 Total expenditure

	Costs of raising funds £	Residential and community assessment £	Community projects £	Residents grants fund £	Governance costs £	Support costs £	2025 Total £
Staff costs (note 6)	19,040	1,589,021	449,488	--	7,285	245,089	2,309,923
Premises costs	--	49,876	264	--	--	61,886	112,026
Maintenance	--	16,355	--	--	--	2,795	19,150
Insurance	--	--	--	--	--	20,260	20,260
Professional fees	216	10,611	--	--	1,034	30,215	42,076
Housing association charges	--	78,032	--	--	--	--	78,032
Communications and stationery	2,803	47,554	2,791	--	60	37,575	90,783
Publicity	5,086	--	--	--	--	--	5,086
Residents' welfare	--	9,078	10,996	1,687	--	294	22,055
Depreciation	--	5,831	--	--	--	1,363	7,194
Audit and accountancy	--	--	--	--	16,266	--	16,266
Travel and sundry expenses	57	5,128	3,735	--	162	4,470	13,552
<b>Total expenditure</b>	<b>27,202</b>	<b>1,811,486</b>	<b>467,274</b>	<b>1,687</b>	<b>24,807</b>	<b>403,947</b>	<b>2,736,403</b>
Reallocation of support costs (note 4)	38,132	284,481	47,369	--	33,965	(403,947)	--
Reallocation of governance costs	3,526	45,842	9,404	--	(58,772)	--	--
<b>Total expenditure</b>	<b>68,860</b>	<b>2,141,809</b>	<b>524,047</b>	<b>1,687</b>	<b>--</b>	<b>--</b>	<b>2,736,403</b>

## Notes to the financial statements - Year to 31 March 2025

### 3 Total expenditure (continued)

	Costs of raising funds £	Residential and community assessment £	Community projects £	Residents grants fund £	Governance costs £	Support costs £	2024 Total £
Staff costs (note 6)	14,871	1,440,437	483,689	--	6,297	249,398	2,194,692
Premises costs	--	44,588	--	--	--	74,846	119,434
Maintenance	--	23,788	424	--	--	2,938	27,150
Insurance	--	--	--	--	--	18,068	18,068
Professional fees	216	15,386	2,176	--	3,926	2,965	24,669
Housing association charges	--	80,065	--	--	--	--	80,065
Communications and stationery	4,336	38,119	4,876	--	--	26,979	74,310
Publicity	3,287	--	--	--	--	--	3,287
Residents' welfare	--	6,576	18,069	2,667	--	164	27,476
Depreciation	--	3,508	--	--	--	3,465	6,973
Audit and accountancy	--	--	--	--	13,590	--	13,590
Travel and sundry expenses	2,101	5,416	5,562	--	6	1,061	14,146
<b>Total expenditure</b>	<b>24,811</b>	<b>1,657,883</b>	<b>514,796</b>	<b>2,667</b>	<b>23,819</b>	<b>379,884</b>	<b>2,603,860</b>
Reallocation of support costs (note 4)	36,146	268,616	49,669	--	25,453	(379,884)	--
Reallocation of governance costs	2,464	35,968	10,840	--	(49,272)	--	--
<b>Total expenditure</b>	<b>63,421</b>	<b>1,962,467</b>	<b>575,305</b>	<b>2,667</b>	<b>--</b>	<b>--</b>	<b>2,603,860</b>

### 4 Support costs

	Costs of raising funds £	Residential and community assessment £	Community projects £	Governance £	2025 Total £
Head office staff	<b>22,729</b>	<b>185,625</b>	<b>5,229</b>	<b>31,506</b>	<b>245,089</b>
Premises costs	<b>7,917</b>	<b>31,045</b>	<b>21,660</b>	<b>1,264</b>	<b>61,886</b>
Maintenance	<b>358</b>	<b>1,402</b>	<b>978</b>	<b>57</b>	<b>2,795</b>
Insurance	<b>2,592</b>	<b>10,163</b>	<b>7,091</b>	<b>414</b>	<b>20,260</b>
Professional fees	--	<b>30,215</b>	--	--	<b>30,215</b>
Communications and stationery	<b>3,790</b>	<b>22,810</b>	<b>10,370</b>	<b>605</b>	<b>37,575</b>
Residents' welfare	--	<b>295</b>	--	--	<b>295</b>
Depreciation	<b>174</b>	<b>684</b>	<b>477</b>	<b>28</b>	<b>1,363</b>
Travel and sundry	<b>572</b>	<b>2,242</b>	<b>1,564</b>	<b>91</b>	<b>4,469</b>
	<b>38,132</b>	<b>284,481</b>	<b>47,369</b>	<b>33,965</b>	<b>403,947</b>

## Notes to the financial statements - Year to 31 March 2025

### 4 Support costs (continued)

	Costs of raising funds £	Residential and community assessment £	Community projects £	Governance £	2024 Total £
Head office staff	20,346	199,502	6,333	23,217	249,398
Premises costs	9,550	37,749	26,196	1,351	74,846
Maintenance	375	1,482	1,028	53	2,938
Insurance	2,306	9,113	6,323	326	18,068
Professional fees	--	2,965	--	--	2,965
Communications and stationery	3,127	14,832	8,577	443	26,979
Residents' welfare	--	164	--	--	164
Depreciation	442	1,748	1,212	63	3,465
Travel and sundry	--	1,061	--	--	1,061
	<b>36,146</b>	<b>268,616</b>	<b>49,669</b>	<b>25,453</b>	<b>379,884</b>

### 5 Net income(expenditure) for the year

Net income (expenditure) is stated after charging:	2025 £	2024 £
Depreciation	<b>7,195</b>	6,974
Trustees' expenses	<b>44</b>	--
Auditor's remuneration		
. Audit	<b>13,555</b>	12,925
Operating lease rentals		
. Equipment	--	7,880
. Property	<b>123,032</b>	128,446

### 6 Analysis of staff costs, cost of key management personnel, and Trustee remuneration and expenses

Staff costs were as follows:	2024 £	2024 £
Salaries and wages	<b>1,409,711</b>	1,376,286
Redundancy and termination costs	<b>8,857</b>	--
Social security costs	<b>187,364</b>	181,416
Employer's contribution to defined contribution pension schemes	<b>98,302</b>	84,283
Sessional staff	<b>467,991</b>	452,900
Agency staff	<b>82,258</b>	44,601
Other staff costs	<b>55,426</b>	55,206
	<b>2,309,909</b>	2,194,692

1 employee earned between £60,000-£70,000 and 1 employee earned between £70,000-£80,000 (2024: 1 employee between £70,000-£80,000)

The total employee benefits including employer's pension contributions and national insurance of the key management personnel were £219,167 (2024: £211,263).

## Notes to the financial statements - Year to 31 March 2025

### 6 Analysis of staff costs, cost of key management personnel, and Trustee remuneration and expenses (continued)

The charity Trustees were not paid nor received any other benefits from employment with the charity in the year (2024: £nil). No charity Trustee received payment for professional or other services supplied to the charity (2024: £nil).

Trustees' expenses represent the payment or reimbursement of travel and subsistence costs totalling £44 (2024: £nil) incurred by members relating to attendance at meetings of the Trustees.

The average number of employees, including sessional staff, employed during the year was as follows:

	Headcount (number of staff employed)		Full-time equivalent	
	2025 No.	2024 No.	2025 No.	2024 No.
Social and care workers	<b>55.94</b>	54.12	<b>39.15</b>	38.91
Management	<b>6.25</b>	7.28	<b>6.26</b>	6.53
	<b>62.20</b>	61.40	<b>45.41</b>	45.44

### 7 Related party transactions

There are no related party transactions to disclose for 2025 (2024: none).

Aggregate donations from related parties were £506 (2024: £794), all of which arise in the normal course of business.

### 8 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

### 9 Tangible fixed assets

	Leasehold improvements £	Head office equipment £	House fixtures and fittings £	House equipment £	Total £
<b>Cost</b>					
At the start of the year	94,687	64,110	18,402	40,009	<b>217,208</b>
Additions during the year	--	3,967	2,903	6,387	<b>13,257</b>
At the end of the year	<u>94,687</u>	<u>68,077</u>	<u>21,305</u>	<u>46,396</u>	<b>230,465</b>
<b>Depreciation</b>					
At the start of the year	94,687	62,994	12,243	35,474	<b>205,398</b>
Charge for the year	--	1,363	2,710	3,122	<b>7,195</b>
At the end of the year	<u>94,687</u>	<u>64,357</u>	<u>14,953</u>	<u>38,596</u>	<b>212,593</b>
<b>Net book value</b>					
At the end of the year	<u>—</u>	<u>3,720</u>	<u>6,352</u>	<u>7,800</u>	<b>17,872</b>
At the start of the year	<u>—</u>	<u>1,116</u>	<u>6,159</u>	<u>4,535</u>	<b>11,810</b>

All of the above assets are used for charitable purposes.

## Notes to the financial statements - Year to 31 March 2025

### 10 Debtors

	2025 £	2024 £
Trade debtors receivable	381,454	280,090
Other debtors	--	232,497
Prepayments and accrued income	42,691	59,548
	<b>424,145</b>	<b>572,135</b>

### 11 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	48,925	66,100
Taxation and social security	53,399	47,543
Deferred income	9,274	19,162
Accruals	66,715	76,115
Other creditors	61,587	33,827
	<b>239,900</b>	<b>242,747</b>

Deferred income comprises a grant received at the end of the year that relates to 2025-26, plus marathon donations made in advance for the April 2025 event (2024: deferred grant and marathon income).

### 12 Analysis of net assets between funds

	General unrestricted £	Designated funds £	Restricted funds £	2025 Total funds £
Tangible fixed assets	15,336	--	2,536	17,872
Net current assets	574,455	100,954	40,915	716,324
Net assets at 31 March 2025	<b>589,791</b>	<b>100,954</b>	<b>43,451</b>	<b>734,196</b>

	General unrestricted £	Designated funds £	Restricted funds £	2024 Total funds £
Tangible fixed assets	11,245	--	565	11,810
Net current assets	676,356	100,954	89,332	866,642
Net assets at 31 March 2024	<b>687,601</b>	<b>100,954</b>	<b>89,897</b>	<b>878,452</b>

Restricted Funds: Fixed assets with a net book value of £2,536 have been purchased with restricted funds (2024: £565). This comprises the balance of the Capital Appeal for replacement carpet at one of the residential units which is being depreciated over 10 years.

## Notes to the financial statements - Year to 31 March 2025

### 13 Movement in funds

	At 1 April 2024 £	Income and gains £	Expenditure and losses £	At 31 March 2025 £
<b>Restricted funds:</b>				
Lambeth Outreach Young Parents	--	150,000	(150,000)	--
Lambeth other	--	18,388	(18,388)	--
Lambeth Public Health	11,535	--	(378)	11,157
Lambeth Caring Dads	--	45,500	(45,500)	--
Lambeth Start for Life	45,000	--	(45,000)	--
City of London, City Bridge Trust	--	29,175	(29,175)	--
CWDC	5,174	--	(1,294)	3,880
ASYE Dept. for Education	--	1,000	(1,000)	--
Foyle Foundation	8,929	--	(76)	8,853
Residents grants fund	3,499	2,300	(1,687)	4,112
Elizabeth & Prince Zaiger Trust – Capital	567	--	(206)	361
Summer Trips Appeal	8	--	(8)	--
University of Roehampton Graduate Scheme	--	3,000	(3,000)	--
B&Q Foundation	--	10,000	(2,456)	7,544
Clothworkers' Foundation	--	10,000	(2,456)	7,544
Charles Hayward	--	15,000	(15,000)	--
Segelman Trust	--	35,000	(35,000)	--
1485 Hardship Fund	407	--	(407)	--
St James Place Foundation	--	30,000	(30,000)	--
Fatherhood Institute	--	29,999	(29,999)	--
The Change Foundation	--	1,542	(1,542)	--
Comic Relief	14,778	6,137	(20,915)	--
CAFCASS	--	2,500	(2,500)	--
<b>Total restricted funds</b>	<b>89,897</b>	<b>389,541</b>	<b>(435,987)</b>	<b>43,451</b>
<b>Unrestricted funds:</b>				
Designated funds:				
. Development fund	100,954	--	--	100,954
Total designated funds	100,954	--	--	100,954
General fund	687,601	2,202,606	(2,300,416)	589,791
<b>Total unrestricted funds</b>	<b>788,555</b>	<b>2,202,606</b>	<b>(2,300,416)</b>	<b>690,745</b>
<b>Total funds</b>	<b>878,452</b>	<b>2,592,147</b>	<b>(2,736,403)</b>	<b>734,196</b>

The narrative to explain the purpose of each fund is given below.

## Notes to the financial statements - Year to 31 March 2025

### 13 Movement in funds (continued)

	At 1 April 2023 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2024 £
<b>Restricted funds:</b>					
Lambeth Outreach Young Parents	--	157,500	(188,294)	30,794	--
Lambeth other	--	13,388	(13,388)	--	--
Lambeth Public Health	11,895	--	(360)	--	11,535
Lambeth Caring Dads	--	47,500	(47,500)	--	--
Lambeth Start for Life	--	50,000	(5,000)	--	45,000
City of London, City Bridge Trust	--	56,725	(56,725)	--	--
National Children's Bureau	--	100	(100)	--	--
CWDC	9,574	--	(4,400)	--	5,174
ASYE Dept. for Education	--	1,000	(1,000)	--	--
Foyle Foundation	8,982	--	(53)	--	8,929
Residents grants fund	3,466	2,700	(2,667)	--	3,499
Elizabeth & Prince Zaiger Trust – Capital	773	--	(206)	--	567
Summer Trips Appeal	427	75	(494)	--	8
Basketmakers Charitable Trust	--	1,000	(1,000)	--	--
John Coates Charitable Trust	--	5,000	(5,000)	--	--
L&Q Placemakers Fund	8,967	6,250	(15,217)	--	--
Invesco Cares Foundation	--	3,150	(3,150)	--	--
Garfield Weston Foundation	572	--	(572)	--	--
Charles Hayward	--	15,000	(15,000)	--	--
Tudor Trust – Wellbeing	468	--	(468)	--	--
Segelman Trust	--	35,000	(35,000)	--	--
1485 Hardship Fund	698	1,000	(1,291)	--	407
St James Place Foundation	--	30,000	(30,000)	--	--
Ironmongers	--	9,116	(9,116)	--	--
Comic Relief	--	81,448	(66,670)	--	14,778
CAFCASS	--	2,500	(2,500)	--	--
<b>Total restricted funds</b>	<b>45,822</b>	<b>518,452</b>	<b>(505,171)</b>	<b>30,794</b>	<b>89,897</b>
<b>Unrestricted funds:</b>					
Designated funds:					
. Development fund	954	--	--	100,000	100,954
Total designated funds	954	--	--	100,000	100,954
General fund	603,885	2,313,199	(2,098,689)	(130,794)	687,601
<b>Total unrestricted funds</b>	<b>604,839</b>	<b>2,313,199</b>	<b>(2,098,689)</b>	<b>(30,794)</b>	<b>788,555</b>
<b>Total funds</b>	<b>650,661</b>	<b>2,831,651</b>	<b>(2,603,860)</b>	<b>--</b>	<b>878,452</b>

## Notes to the financial statements - Year to 31 March 2025

### 13 Movement in funds (continued)

#### Purposes of restricted funds

##### *Lambeth Outreach Young Parents*

The fund supports delivery of services in the community to young mothers and fathers, up to age of 24 years.

##### *Lambeth Other*

This fund supports group sessions for young parents for advice, support and sporting activities,

##### *Lambeth Public Health*

To enable St Michael's to support the prevention of unintentional injuries in children aged 0 - 5 by funding the supply of home safety equipment and education.

##### *Lambeth Caring Dads*

This fund supports the delivery of the Caring Dads programme to young fathers living in Lambeth.

##### *Lambeth Start for Life*

To support parenting, parent-infant relationships and infant feeding interventions.

##### *City of London, City Bridge Trust*

This fund is to support the delivery of services in the community to young mothers and fathers.

##### *National Children's Bureau (LEAP)*

This fund is to support parents' groups in the LEAP (Lambeth Early Action Partnership) areas, through the REAL programme (Raising Early Achievement in Literacy).

##### *The Children's Workforce Development Council (CWDC)*

Funds to enable St Michael's to support the development of newly qualified social workers within the organisation.

##### *Assessed and Supported Year in Employment (ASYE) Dept. for Education*

To support newly qualified social workers in their first year of employment.

##### *Foyle Foundation*

A grant to support and teach literacy and numeracy across all our services.

##### *Residents grants fund*

This fund includes amounts received from various organisations including Housing the Homeless, for specific equipment and other purchases for some of the families as they move to new accommodation. The carried forward funds will be spent in the following year. These funds continue to be segregated in a separate bank account.

##### *Elizabeth & Prince Zaiger Trust - Capital*

To support the Capital Appeal to replace furniture, carpets, equipment and toys in St Michael's..

## Notes to the financial statements - Year to 31 March 2025

### 13 Movement in funds (continued)

#### Purposes of restricted funds (continued)

##### *Summer trips Appeal*

To fund summer activities for the families with whom we work.

##### *Basketmakers Charitable Trust*

To support work with young parents

##### *John Coates Charitable Trust*

To support work with young parents

##### *University of Roehampton Graduate Internship*

Scheme to pay for the employment of a University graduate and an undergraduate, to support the fundraising function on an internship.

##### *London & Quadrant Placemakers Fund*

This fund is to support the continuation of the Securing Change programme.

##### *Garfield Weston Foundation*

This fund is also to support the continuation of the Securing Change programme

##### *B&Q Foundation*

To support the replacement of furniture, carpets, equipment in the Residential Schemes and at Head Office.

##### *Clothworkers' Foundation*

To support the replacement of furniture, carpets, equipment in the Residential Schemes and at Head Office.

##### *Tudor Trust – Wellbeing*

To support the wellbeing of St Michael's staff.

##### *The Fatherhood Institute*

Funding to support the evaluation and adaptation of the Fathers for Change programme for use in England.

##### *The Change Foundation*

This funding is to supports the delivery of a group programme in Greenwich.

## Notes to the financial statements - Year to 31 March 2025

### 13 Movement in funds (continued)

#### Purposes of restricted funds (continued)

##### *Segelman Trust*

This fund is to support the delivery of community and outreach services for expectant and young parents.

##### *St James Place foundation*

This fund is also to support the delivery of community and outreach services for expectant and young parents

##### *Invesco Cares Foundation*

To support group work with parents

##### *Charles Hayward*

Funding to support work with young fathers in South London

##### *Comic Relief*

Funding for a Young Fathers' practitioner, working with young fathers across Lambeth.

##### *1485 Hardship Fund*

To support parents to provide a safe and secure environment for their children.

##### *Ironmongers*

To support group work with young mothers.

##### *CAFCASS*

Funding to assist with the provision of supported contact services to children and families.

#### Purposes of designated funds

##### *Development fund*

The development fund was set up to hold monies designated for expenditure on existing and new work subject to the case-by-case approval of the Trustees, as set out in the Trustees' report. Funds have been designated for strategic development and impact measurement; governance, leadership and management development; and upgrading furniture and equipment across all services. Trustees have agreed main areas for utilisation of the designated fund in the coming year.

## Notes to the financial statements - Year to 31 March 2025

### 14 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Equipment		Property	
	2025 £	2024 £	2025 £	2024 £
Less than one year	--	--	<b>84,697</b>	83,151
One to five years	--	--	<b>180,000</b>	--
Over five years	--	--	<b>11,250</b>	11,250
	--	--	<b>275,947</b>	94,401

### 15 Contingent assets or liabilities

At the balance sheet date, the charity has no contingent assets or liabilities (2024: £nil).

### 16 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.