



# Annual Report

## 2024

**concordia**  
SUPPORTING PEOPLE TO THRIVE

# Life Changing Experiences

Concordia offers opportunities, through cross-cultural placements, which enable and support people to change their lives.

“Being a volunteer is the most beautiful experience. You get a chance to learn more new things, to travel in different places and you also discover what you want to become in life.”

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# Our year in numbers

## Pillar 1: Volunteering

9

UK projects available with 16 variations of volunteering.



58

volunteers participated.



Our incoming/UK volunteer contributed

12,401

hours with an equivalent value of

£128,769.08

based on the minimum wage for their age bracket.

### National Citizen Service

390

young people participating; 495 placements.

18%

of participants receive free school meals.

42%

of participants had EHCPs (Education Health Care Plan).

22%

of participants identified as having SEND (special educational needs and disabilities).

41%

of participants did not identify as White British.

6%

of participants were young carers.

### Emotional wellbeing

272

young people

4

schools



Over the lifetime of this project from 2020 – 2024 we supported a total of

1086

young people.

## Pillar 2: Agricultural Work Placements

# 7633

seasonal workers.



### Total enquiries

# 12,310

of which **6555** were from applicants and **5755** were from participants (figures 19 February 2024 – 24 December 2024 ie not a full year).



# 98.4%

of respondents would work on a UK farm again for seasonal work.

# 98%

confirmed to the Concordia survey that their job was as described.

# 98%

confirmed that they would work for their sponsor again.

\* SWS end of Season Worker Survey 2024



Over

# 120

farms and growers;

# 9

Concordia registered recruiting agents.

# 11

countries were recruited from: the main nationalities were Tajikistan, Kazakhstan and Moldovan. We also recruited from: Azerbaijan; Bulgaria; Kyrgyzstan (Concordia returnees); Macedonia; Romania; South Africa; Ukraine; Uzbekistan (Concordia returnees).



## Organisation

# 22

full time equivalent employees.

# 8353

total individuals supported across all our projects and services.

### Total income



### Total spent

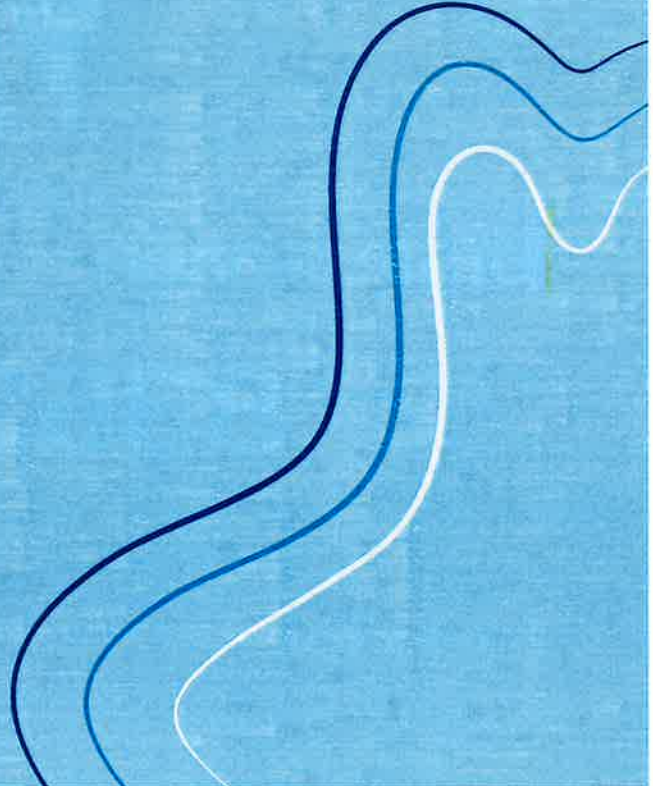


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# About us

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**“One of the activities in the final session is for the young people to open an envelope which contains the goal they had set themselves to achieve from the sessions. When B opened hers and read her goal, I noticed she looked quite tearful. I went to ask her what was wrong, and she said she couldn’t believe how differently she felt now compared to the start of the programme. She said her goal had been to believe in herself more. She said she felt so much more confident, and self-assured in herself now.”**



**Concordia is a UK charity that offers life-changing opportunities for people to build new skills, prosperity and community, through work placements and volunteering.**

Our programmes bring people from different countries together, to experience new places and cultures, support them to achieve their goals – and broaden what is possible in their lives.

Concordia gives people the chance to travel with purpose, making a positive impact in the community where they are working or volunteering, and bringing a positive impact into their own lives and their home countries.

Concordia passionately believes that these cross-cultural experiences enable people to enrich their lives, create positive impacts for others and ultimately contribute to a more understanding, peaceful world. That's why we make our programmes accessible to as many people as we can.

Between 1943-2023, Concordia supported an estimated three-quarters of a million people to take part in activities and projects that support communities both in the UK and across the globe. Whether bringing people from overseas to the UK, or sending UK citizens abroad, we aim to provide life-changing opportunities.

Today, we continue to place international workers on UK farms to carry out a range of seasonal work, as well as helping to bring in harvests and feed the nation while enabling prosperity for the communities of workers back home. We also facilitate volunteer placements, for individuals and groups, specialising in international and cross-cultural exchange.

In an increasingly polarised world, Concordia's work to bring the world together and break down the inequalities that divide us is as relevant as ever.

## **Vision:**

**A world of opportunity, prosperity and peace.**

## **Mission:**

**We provide tailored placements to bridge divides and increase cross-cultural understanding.**

## **Values:**

**We are kind and courageous. We focus on individual and international impact.**



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# Foreword

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**The past year marked a pivotal period for Concordia. Alongside our high-quality support and provision to over 8000 beneficiaries, substantial organisational transformation work was carried out and a new three year Strategic Plan created.**

**The key aspects of our new plan are:**

- The transformation of our approach to international volunteering; creating a scholarship fund for under-served people to participate; as well as an alumni programme
- Continued commitment to the delivery of continued high standards for the Seasonal Workers Scheme, placing over 7000 individuals a year in agricultural farm work
- The research, development, piloting and creation of a third and new area of service delivery
- Detailed research to understand the needs and realities of service-users
- Developing a clear marketing, communications and digital strategy
- Ensuring we maintain an effective and supported staff team, retaining Investors in People silver accreditation and ensuring our Board develops and learns, alongside their legal and strategic accountability for the organisation

We are proud of our continued achievements in delivering our key government contracts for the Seasonal Workers Scheme in 2024, enabling us to place individuals on farms in the UK. The government have announced a five year commitment to the scheme, creating certainty for Concordia and the horticultural industry. We continue to be a member of the Seasonal Worker Scheme Taskforce, contributing to collaboration, best practice and high quality communication with government, growers, operators, NGOs and retailers.

During 2024 the government announced the ending of the National Citizenship Scheme which Concordia has been proud to deliver since 2016. Due to budgetary challenges at the start of the year, the Board made the difficult decision to end the Emotional Wellbeing Programme (EWP) for local young people; a well-received post-pandemic response when Concordia was running a surplus. EWP was 100% dependent on Concordia funding and despite efforts during earlier years resourcing was not sustainable.

There are many individuals and organisations we could thank for our success in 2024, including for example our government sponsors, our international volunteering partners, our recruiting agents, our external consultants and the NCS Trust. Our biggest thanks goes to all of the Concordia staff team, without whose hard work, skills and commitment none of this would have been possible.

Our work to ensure a positive workplace culture has continued. We have created new values; kindness, courage and impact, and we are committed to a speak-up culture where employees, trustees, beneficiaries and participants all are able to speak up and be supported.

During 2024 trustees and staff were shocked and saddened to learn of the sudden death of our previous CEO, Simon Bowyer. Simon will be sorely missed. We extend our condolences, and those of everyone at Concordia, to his family, colleagues and friends.



Victoria Lawrence  
**Chief Executive**



Stuart Piccaver  
**Interim Chair**

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# Our impact in 2024

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# Pillar 1

## Concordia's International Volunteering Programme

Concordia is a member of two international volunteer networks, the Alliance of European Voluntary Service Organisations and the Coordinating Committee for International Voluntary Service Organisations (CCIVS), working in partnership with more than 60 organisations all over the world.

The data that we have demonstrates all international volunteers gain in confidence, cultural awareness, new skills and independence. Some feedback from the UK project volunteers includes:

**“Since we were mostly among international volunteers, we were able to get to know a lot of the other cultures among us.”**

**“Always learn to be a team player and being generous will take you to great places and make you meet wonderful people in life.”**

**“It was a great time in which I learned a lot for myself. Not only am I now confident in speaking English, I have also met new friends with whom I hope to stay in touch. I also really like the openness and charity that I received in the camp.”**

## UK Volunteering

Inviting international volunteers to volunteering projects in the UK.

- Concordia had **9** UK projects available with **16** variations of volunteering.
- There was a mix of social and environmental volunteering including: Festivals, Farms, Charities, SEND Care Communities, Wildlife and Activity Centres.
- **47** volunteers participated representing **14** different countries primarily from Europe.
- Our largest range of incoming volunteers is age 16-19 (62.5% of participants).
- Outgoing volunteering was most popular during this year with ages 30+ (45% of participants)

**“An unforgettable experience and something everyone should do.”**

- In terms of gaining new skills and having a life changing experience Raphael is an excellent example. Having volunteered previously, Raphael volunteered with Concordia in 2024 at Camphill a small live-in care facility for disabled adults in Scotland. He has been there almost a year now. In a recent conversation he was delighted to tell us he has been offered a permanent paid role and VISA sponsorship with Camphill. His journey will continue beyond Concordia and he admits that having been quite lost, he has found his calling!



**“It was all fantastic. All was perfect. I will take with me all the kindness, the generosity of these people.”**

## International Volunteering Programme

Sending UK volunteers to our international partners projects.

- There were **11** outgoing volunteers in 2024
- The projects were in Iceland, France, Germany, Italy and Japan
- All volunteering involved cultural and environmental themes
- Our largest range of outgoing volunteers were aged **30+** (45% of participants)

**“Getting to help contribute to improving some of the locals’ lives has been a really fulfilling experience.”**

## Group Volunteering Programme

A bespoke international volunteering programme for students and uniformed groups to volunteer abroad. Facilitating groups of 12 to 20 participants with Concordia acting as liaison between the group and the overseas volunteering project. There were no outgoing groups in 2024 – three are planned in 2025.

## International Development Student

Ellena-Oldfield Edwards completed a detailed research project for Concordia in relation to international volunteering as a placement from Sussex University.

## National Citizen Service (NCS) in Sussex

Concordia has delivered National Citizen Service (NCS) for since 2016. NCS is an experience available to all 15-17 year-olds in England to encourage young people to become more active in their local communities and develop their skills. In November 2024 we received the announcement from the government that NCS will not continue beyond March 2025. This coincides with Concordia’s new strategy moving away from youth work delivered directly in the local area.



## National Citizen Service (NCS) Achievements

**We had 390 young people (YPs) participating**  
**70 YPs had received free school meals**

- This is equivalent to 18% of participants

**165 YPs had EHCPs (Education Health Care Plan)**

- This is equivalent to 42% of participants
- In comparison, 31.5% of young people in West Sussex schools have EHCPs
- 14% of young people in East Sussex schools have EHCPs

**85 YPs identified as having SEND (Special Educational Needs and Disabilities)**

- This is equivalent to 22% of participants

**162 YPs identified as being part of the Global Majority**

- This is equivalent to 41% of participants who did not identify as White British

**25 YPs were young carers**

- This is equivalent to 6% of participants

**8 YPs were care experienced**

- This is equivalent to 2% of participants

**“The Concordia Youth Action sessions were really fun. I enjoyed making friends and trying new challenges. I have learned a lot and have gained more confidence. Thank you for making this an experience I will never forget!”**

## Emotional wellbeing programmes

We have been proud to work in partnership with schools in the Sussex area from 2020 to 2024 to support the wellbeing of young people aged 11-14 with our free service. This was partly made possible through surplus generated from the Seasonal Workers Scheme.

Our 11-week programme was designed to be delivered during school hours by our experienced Emotional Wellbeing Programme Facilitators, slotting easily into the school day. Our sessions were fun, informal, and creative – giving young people the space and scope to explore topics in a safe and supportive environment. Each year 90% of our pre – & post – evaluation statements registered a positive change, demonstrating the impact on the young people attending the programme.

During 2024 our programme helped young people understand their emotions, build an emotional toolkit, grow their self-esteem and foster healthy relationships. This successful programme was implemented as a time-limited post-COVID response and we made the difficult decision to bring it to an end in early 2024.

Over the lifetime of this project from 2020 – 2024 we supported a total of **1086** young people.

2024: **272** young people in 4 schools

2023: **334** young people in 5 schools

2022: **255** young people

2021: **200** young people in 2 schools

2020: **25** young people

**“I felt safe to talk about my feelings and un-judged.”**

**“I have made many changes in my life and I have learnt to be myself in these sessions.”**

**“Thank you for another wonderful year of working together. On behalf of the school and myself we really appreciate the work that goes in to facilitate these sessions, always going above and beyond! I know the parents are equally as grateful especially when they can see the positive influence you have on their children.”**

# Pillar 2

## Seasonal workers programme

During 2024 Concordia continued to provide ethical work placements on UK farms to foreign nationals.

The Seasonal Worker Scheme (SWS) is a UK government programme that enables British farmers to recruit workers from abroad via licensed scheme operators. Concordia is a licensed scheme operator, which means that we can sponsor workers' Seasonal Work visas. We are the only operator which is a charity and any surplus we make from the scheme directly supports our other charitable activities. SWS recruits participants for work in the horticultural sector, which, Defra, the Department for Environment Food and Rural Affairs, states this consists of:

- Protected vegetables (glasshouse production)
- Field vegetables (including herbs, leafy salads, and potatoes)
- Soft fruits (outdoor and covered)
- Top fruits
- Vines and bines (hops and grapes)

- Mushrooms
- Bulbs and cut flowers, grown outdoors and indoors
- Pot plants and bedding plants
- Hardy ornamental nursery stock (Christmas trees, shrubs)
- Tree and forest nurseries

Most seasonal work in the edible-horticulture sector is in the fruit sector (55%) and the vegetable/salad sector (25%). Work is usually manual and unskilled. No experience is necessary and training is provided. The types of work on offer include:

- General work in edible and ornamental horticulture
- Crop maintenance, harvesting, husbandry
- Tunnel construction and dismantling
- Irrigation installation/maintaining
- Packing and processing of crops
- Preparing and dismantling growing areas
- Supervising horticultural workers

**“I worked hard on the farm for six months and earned good money to support my family financially. Many thanks to Concordia Charity Organization for everything.”**





**“We really enjoyed working on this farm and I have improved my financial situation thanks to your support”**

Concordia connects British farms with international job seekers looking for work in the horticultural sector. We work with nine Concordia audited and registered agricultural recruitment specialists, all of whom have a GLAA licence. Our staff team assist successful applicants with their pre-departure preparations and offer practical and welfare support to workers during their time in the UK. Our aim is to ensure that both our farms and the participants have a positive experience. We also have clear contractual agreements with the Home Office to ensure that all workers return home at the end of their stay. Every year we support many individuals to return from their home country for another season.

Concordia has worked with UK growers since 1943, and this experience has provided us with unrivalled knowledge of seasonal horticulture work placements. Every year we audit all farms that we place workers in, to ensure high standards of welfare, accommodation, management and support.

Concordia works closely with the National Farmers Union (NFU), GLAA, Home Office and Defra. The Operations Director is a member of the Seasonal Worker Scheme Taskforce and sits on the Governance Group as well as a number of other working groups.

Concordia has a dedicated welfare support team which offers support when needed to all Concordia sponsored workers, Concordia has a pastoral fund available to assist workers in emergencies. Concordia has a designated Anti Modern Slavery lead.

Workers placed by Concordia pay no fees to Concordia nor to its agents.

In 2024 we supported 7633 people, enabling them to come to the UK to work on over 120 farms to earn an income, gain experience and learn skills. We carried out audits on all farms to ensure that welfare and working standards all meet our requirements. We also carried out audits with our 9 overseas recruiting agents.

## Information and enquiries

We work pro-actively and closely with our recruiting agents to ensure prospective workers and **all** individuals who are recruited receive up-to-date information on a wide range of matters. This is prior to their travel to the UK, on arrival and on-farm. Information includes pay, nature of work and hours, accommodation, travel, healthcare, departure expectations and how to raise an issue or grievance. We ensure that all documentation is translated into relevant languages – and we have a retained translation service.

We also work re-actively, responding to enquiries and issues from workers in the UK during their employment (whilst we are not the employer, this is the farm). Participants contact us for advice, support and information on a wide variety of matters which could include welfare support, work-related concerns or health matters. Our active support includes resolving potential issues on farms, ensuring necessary improvement to accommodation, providing support completing forms and arranging transfers where this is logistically possible.

On 19th February 2024, we started logging the number of enquiries we receive. Between 19th February 2024 and 24th December 2024 our participant support team responded to a total of 12310 enquiries, of which 6555

were from applicants requesting work and 5755 were from participants. Two themes from participants were information on how to return to the UK for work (1595) and accessing healthcare or insurance (458).

At the start of the year the majority of emails received were from participants outside of the UK. From the end of May, this changed and we received more emails from participants inside the UK.

We have recorded statistics on a few key themes, as detailed below. Not every enquiry fit into a recorded category.

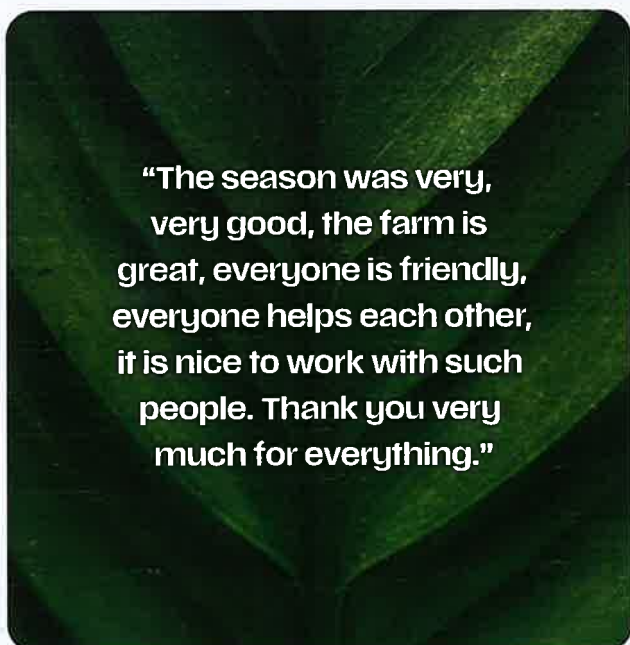
## Key themes from participants

|                                    | In UK | Outside UK |
|------------------------------------|-------|------------|
| Information on how to return to UK |       | 1595       |
| General Advice                     | 1047  | 550        |
| Transfers                          | 973   |            |
| Accessing Healthcare/ Insurance    | 458   |            |

**The main countries** we sponsored workers from in 2024 were Tajikistan, Kazakhstan and Moldova. We also recruited from: Azerbaijan, Bulgaria, Kyrgyzstan (Concordia returnees), Macedonia, Romania, South Africa, Ukraine and Uzbekistan (Concordia returnees).

**Our Participant Survey Results showed that** 98% of respondents confirmed they had access to clean toilets and showers; 96% confirmed their accommodation was clean on arrival; 90% knew how to request a transfer and 98% confirmed their job was as described.

We met or exceeded all our Home Office required metrics in 2024.



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# Looking ahead

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Our new strategic plan



**Over the next three years 2025-2027, Concordia aims to transform our work to reach more people, have greater impact, communicate our best practice approach and build a strong and sustainable income base. Understanding and addressing the opportunities and challenges created by radical and fast paced changes in technology will be crucial to our success.**

## The people we support

The people we support are central to everything we do. In the next three years, we will:

1. Carry out detailed research to understand the needs and realities of service-users, the findings from which will refine our current programmes and lead to new programmes tailored to reach broader and more diverse audiences.
2. Secure funding for initiatives that broaden and deepen our impact, including skills development and accessibility efforts.
3. Act as the voice for our participants, workers and volunteers, speaking up when they cannot and representing their interests in industry and government.
4. Develop new strategic partnerships with government, education, and charity sectors to drive increased impact and opportunities.
5. A scholarship programme for under-served communities.
6. An alumni programme to champion our work.
7. Skills-based volunteering for professional development.

During 2024 we carried out some initial research for us, using consultants Wayforward. There was a clear consistency in the most important motivations for users to participate in Concordia placements, for both seasonal workers and volunteers. The general perception of Concordia was overwhelmingly positive with service users talking about interactions with the staff in very warm terms, and holding the capability of the organisation in very high regards.

## Pillar one: Volunteering

Concordia aspires to transform and increase its volunteering offer, establishing itself as a premier international volunteering organisation. Aims include:

1. Review and transform the volunteering model.
2. Increase the overall number of volunteers to 1000+ per year.
3. Expand bespoke group trips to 100+ per year.

## Pillar two: Agricultural Work Placements

1. Achieve 20,000+ agricultural placements over three years.
2. Enhance the placement experience with skills and language support.
3. Challenge negative stereotypes about seasonal workers.
4. Continue to work effectively and ensure best practice with growers.
5. Deliver training for growers on ethical practices, communication and conflict resolution.
6. Continue to maintain the highest standards of ethical and safe recruitment.

## Pillar three: Our future pillar

To reduce reliance on existing pillars and diversify income, Concordia plans to introduce a third pillar. To achieve this, we are investigating opportunities and assessing new ideas that align with our mission and expertise. We will design, fund and test 3 new pilot projects with potential for long-term investment.

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# Effective organisation

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Annual Report 2024

## Staff team

Concordia has a small staff team relative to our large impact, with 22 staff, who run the organisation, place and support participants, monitor arrivals and departures, work with and support growers, design and deliver services to young people, place volunteers, lead groups, collate data and feedback, report to Defra and the Home Office and also audit farms and recruiting agents.

Concordia conducts an annual staff survey to inform our future actions. This survey demonstrates a high level of trust and confidence by the staff in the organisation and the senior team. The most recent survey response in December 2024 shows that staff:

- 100% feel valued
- 100% are proud of what we achieve for our growers, participants, volunteers and young people
- 100% believe they have the right skills and knowledge to perform their role with confidence
- 100% feel that their job responsibilities and objectives are clear
- 100% believe that Concordia cares about the wellbeing of its employees
- 95% are proud to work for Concordia
- 90% would recommend Concordia as a great place to work

Concordia retained its Investors in People accreditation and was awarded Silver level accreditation in early 2023. The accreditation was reviewed early in 2025, with a staff survey and interviews, leading to Concordia retaining our Silver level accreditation.

## Staff training

During 2024 we put in place training in a number of areas for staff including Equality, Diversity, Inclusion as well as digital transformation, wellbeing, Health and Safety management, resilience and confidence; good governance and leadership.

We have undertaken significant organisational improvements, including putting in place retainers with external HR and H&S firms, to support us to replace policies and procedures and ensure good practice.

The Board approved a new lease to take on the ground floor premises at our office location in Portslade, in order to enable physical accessibility, additional office space and a larger meeting room for board meetings and training.

## Staff wellbeing

The wellbeing of staff is crucial to Concordia. During 2024 the board approved one day a year for all staff to take as a wellbeing day, or to use for external volunteering. We established a staff wellbeing group and reviewed our Employee Assistance programme. We trained a new Mental Health First Aider, who has gone on to study counselling. We ran a series of six sessions with trainer Melody Cheal on wellbeing and resilience.

**“I feel  
safe with  
Concordia.”**



**INVESTORS IN PEOPLE®**  
We invest in people Silver

## Staff remuneration

Staff remuneration is based on the Local Government NJC pay scales, widely used in the voluntary sector. Our retained HR advisors – Aspiring HR – undertook a salary benchmarking exercise on our behalf during 2024 to ensure staff are paid at the correct level. They are reviewing our pay policy and approach with us during 2025.

## External agencies, consultants and sessional facilitators

As we have a small staff team, in order to ensure high quality delivery, we rely on external agencies as well as temporary staff. These include:

- Sessional youth workers and facilitators
- Temporary clerical staff
- Retainers and external advice: HR – Aspiring HR; H&S – Enigma H&S; safeguarding – Rachel Batten; legal matters – Bates Wells, MayoWynne Baxter, Shakespeare Martineau; PR – Susan Blackburn; digital marketing – Sarah Rughoonundon; business development, strategy & communications – Wayforward; governance and strategy – Felicia Willow; EDI – Atiya Gourlay, Derek Hooper; IT support Smartdesc and Weald IT; investment management – CCLA.

The CEO is a member of the Association for Chief Executives of Voluntary Organisations and this national charity provides a range of support, training and advice on different matters.

## Equality Diversity and Inclusion

Concordia aims to be a welcoming, inclusive and diverse organisation where everyone can be themselves. We know that a focus on equality diversity and inclusion will help Concordia be more effective and have greater impact. We have established an EDI working group including a lead trustee, the CEO and staff. In 2024 we commissioned training and in 2025 we will work with an external expert to ensure our language is clear, our policies deliver and our leadership and recruitment is transparent.

## Digital transformation

We have made great progress to improve digital skills, tools and services across the organisation. These are prioritised by user need and to support the delivery of our organisational strategic aims.

Internally we track our digital maturity using the NCVO digital maturity framework to help guide our work and identify gaps. We encourage staff to explore different digital tools to help them with efficiency in our work, as well as planning further digital training in 2025 to support staff skills' development. We have been a full cloud based organisation since 2022 and continue to work on IT infrastructures to enable efficiency. We have introduced a new CRM for our international volunteering programme which has dramatically improved how we manage and record user volunteer data.

Externally, we will be conducting a comprehensive user research programme as part of a discovery phase and development of a new website for Concordia which will be launched in 2025. The new website will provide dramatically improved content, user journey, user experience an intuitive interface and a strong digital brand. We've also been developing our social media strategy and content planning to improve our social media presence and brand awareness. We also plan to introduce an AI policy to help us explore and identify opportunities for using AI across the organisation.

## What is ethical working

For Concordia ethical working includes:

- Transparent and fair terms and conditions
- Clear, fair and well-monitored pay
- A safe working and living environment
- Clear communication and two-way feedback in a professional environment, even if about a complaint or difficult subject.

## Diversity

We know that reflecting diversity provides opportunities for a range of individuals and communities. Concordia is a diverse charity, working in places and with people that benefit from our different programmes. We are working to stop exclusion by being diverse in ethnicity, race and economic background, in Concordia beneficiaries, staff and trustees.

## Equality statement

We know that structural discrimination exists in the recruitment of paid workers and volunteers in accessing agricultural and volunteering opportunities. Some groups are fully or partially blocked from participating, encounter exploitation and are restricted by financial barriers. Concordia make our opportunities safe and accessible through our charitable actions.

**“Being a volunteer is the most beautiful experience. You get a chance to learn more new things, to travel in different places and you also discover what you want to become in life.”**



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# Managing risk

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**The Board of Trustees review the major risks which may impact on Concordia on a regular basis and are satisfied that the system of internal control currently in place is sound and effective, whilst recognising that it is designed to manage rather than eliminate risk. This year the Board and staff have worked to improve and refine our risk register ensuring it is clear, informative and regularly reviewed by Finance Committee and Board.**

## Health and Safety

During 2024 a comprehensive external audit of Concordia's current H&S Policy and associated procedures and practice was commissioned and the findings overseen by the Board. A new H&S Policy was drawn up and approved. A retainer with external firm Enigma H&S was put in place, to support the staff team to update procedures and to ensure an appointed person is in place. Training has been undertaken and also planned for 2025.

## Safeguarding and Child Protection

Concordia has a comprehensive safeguarding and child protection policy, which alongside disclosure and barring services (DBS) checks and other employment checks, acts as an important preventative measure for ensuring children and adults at risk are safe when interacting with the Trust.

Due to the departure of the Designated Safeguarding Lead and the government decision to end the National Citizen Service contracts, at the end of 2024 an external review of safeguarding was commissioned by the CEO. The CEO is currently the Designated Safeguarding Lead, working with the Designated Safeguarding Officers for Adults and Young People, as well as the Trustee Safeguarding Lead. A retainer is in place with Rachel Batten for advice and support, who carried out the external review.

A participant welfare team is in place supporting with a vast range of matters pre-departure and on-farm. Training for the staff team in adult safeguarding took place in 2024.

## Complaints

The participants complaints process is translated for all workers. It is given to them by the Concordia recruiting agent prior to arrival and is available on their Concordia Central account. It is a three step process. There is an internal document for staff which mirrors this, setting out responsibilities.

In 2023 we didn't differentiate dissatisfaction and complaints and we received 141 in total, primarily regarding accommodation and secondly regarding supervisors. 11 were about hours and 6 about pay – all were looked into and resolved.

Of the 8353 individuals we supported in 2024, we received 50 complaints and 29 dissatisfactions, relating to accommodation, working conditions, pay and supervisors. Many of these were resolved quickly.

### In 2025 we will:

- Improve reporting of worker resolutions and outcomes will be introduced.
- Share positives stories to growers.
- Utilising the monthly Grower calls to improve practices and worker welfare.
- Review and update the complaints policy.

## Data protection

Compliance with data protection legislation is a priority for Concordia. There were no notifiable breaches during the year. Data protection is overseen by the Data Protection Lead. During 2024 we carried out a comprehensive review of cyber security and gained our Cyber essentials certificate.



**“I would like to express my deep gratitude. Thank you for helping with the paperwork and thank you to Concordia for giving me this opportunity to work in England. I can’t wait for the next season.”**

## **Managing strategic risks**

Proactive risk management allows us to anticipate and respond to challenges in our complex operating environment. Robust risk management enables us to make informed decisions and take calculated risks. Risk across the organisation are managed by the Senior Management Team and overseen by Trustees. We have a comprehensive risk register that is updated and reviewed regularly.

The principle risks are those which, without effective mitigation would severely impact our work, our reputation or our ability to achieve our ambitions. The principle risks and their mitigations are summarised below:

A principal risk is the future of the Seasonal Workers Scheme, which is currently confirmed until 2029. We recognise that future financial performance and organisational sustainability is dependent on our ability to mitigate potential impacts or explore newer sources of income.

| Risk                                                                                                         | Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Geopolitical risks and wars impact on ability to recruit and place participants and volunteers safely</p> | <ul style="list-style-type: none"> <li>• Building relationships with existing and potential recruiting agents</li> <li>• Monitoring global situation</li> <li>• Adhering to UK and overseas government advice and instruction</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p>Poor experience by participant eg Modern Slavery, significant accident, safeguarding, welfare issue</p>   | <ul style="list-style-type: none"> <li>• Modern Slavery Policy in place and reviewed in 2024</li> <li>• Safeguarding policy &amp; team in place, external review undertaken in 2024 and consultant support in place</li> <li>• Multiple routes in place to raise an issue or grievance</li> <li>• Effective communication channels in place with Concordia staff, farm and agents</li> <li>• Designated participant welfare support team in place at Concordia.</li> <li>• Field Compliance Officers carry out robust audits of farms</li> <li>• Continuous improvement made in relation to participant survey results (Defra, Concordia, Taskforce)</li> <li>• All recruiting agents have GLAA licences; active checking of GLAA licences online; agents audited for compliance</li> <li>• Scrupulous in ensuring and publicising that no fees are charged to participants</li> </ul> |
| <p>Change of Government regulations / policy</p>                                                             | <ul style="list-style-type: none"> <li>• Monitor any changes in government policy</li> <li>• Continue collaboration with government department and policy makers.</li> <li>• SWS Programme confirmed 2025-2029</li> <li>• Rapid decision making and management action required where necessary</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p>Increased financial challenges for growers</p>                                                            | <ul style="list-style-type: none"> <li>• Be alive to the possibility of financial challenges for growers</li> <li>• Work with NFU to understand range of farm pressures</li> <li>• Monthly grower calls to share information and concerns</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>Negative reporting of Seasonal Workers Scheme leads to reputational damage</p>                            | <ul style="list-style-type: none"> <li>• Risks managed and media regularly checked for stories</li> <li>• Respond to media queries in a managed way</li> <li>• All internal controls and policies in place and updated</li> <li>• Crisis Communications Plan drawn up and media training undertaken</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p>Dependence on single income stream – Seasonal Workers Scheme</p>                                          | <ul style="list-style-type: none"> <li>• Consolidate Seasonal Worker Scheme in 2025 to ensure renewal of contract</li> <li>• Review strategy and explore other income streams</li> <li>• Reduce costs wherever possible, and reorganise Concordia as required</li> <li>• Strategy 2025-27 in place</li> <li>• 2024 recorded positive financial results</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p>Significant failure of IT System Concordia Central</p>                                                    | <ul style="list-style-type: none"> <li>• External contractor in place for improvements and maintenance</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

# Financial review

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## Total income



## Total spent



## The Trustees present their annual report and financial statements for the year ended 31 December 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charitable company's Memorandum and Articles of Association, the Companies Act 2006, and "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) (effective 1 January 2019)".

The Board of Trustees, being also the Board of Directors, confirms that it has had due regard to the public benefit guidance published by the Charity Commission.

### Results

Total incoming resources for the year were £2,772,622 (2023: £2,586,765). The net surplus for the year was £85,470 (2023: net deficit of £119,726), including a gain on investments of £48,608 (2023: £17,989). Principal funding was from fee income and funding through the NCS contract, enabling the support and provision of opportunities to volunteer and work in areas that fulfil Concordia's objectives. The financial results are set out in the statements below.

### Funds & General Reserve Policy

During 2024 the Board reviewed its approach to financial reserves.

Determining the level of unrestricted reserves required assessment of a number of possible scenarios and a judgement about which may occur together in one financial year.

The Board has decided that Concordia should hold freely available financial reserves sufficient to wind up the charity at a minimum, with an estimated 6 months operating costs. In addition, the charity needs to be able to cover predictable and high risk annual seasonal fluctuations in cash flow and expenditure shortfalls. Furthermore, there are medium risks of

critical technological infrastructure upgrades and subsidisation of Pillar 1 activity and low risks of legal action costs or unforeseen liabilities.

The new policy is for **£1,250,000** to be the minimum Reserves Policy, building on the base requirement to retain adequate funds to cover a 6-month orderly wind-down.

Sums in excess of the Reserve policy would be available for future investment.

At year end the total funds held were £2,112,776 (2023: £2,027,306) and of this the Free Reserve was £1,964,233 (2023: £1,837,852).

### Investment Policy

Concordia's investment policy acknowledges the fast-changing global environment and takes a pragmatic approach, directing excess funds towards assets that will satisfy four principal objectives:

1. Enable income and capital preservation, in the near-term and medium-term.
2. Enable income and capital growth, in the long-term.
3. Act as enhanced reserve supplement by providing a liquidity and cash-flow buffer; with excess cash reserves automatically reinvested to generate superior returns; and
4. Minimise key financial risk – market, liquidity, tax, valuation and concentration risk via diversification and active monitoring.

Investment management activities are delegated to the Finance Committee. No direct investments are to be made in entities in embargoed or sanctioned countries, per the government's website. The policy is reviewed annually.

Concordia's investment funds are managed by CCLA.

## Legal and Administrative Information

### Trustees

Mr S Piccaver  
Mr D Pullen  
Ms E Alku (Resigned 31 July 2025)  
Ms C Dean  
Mr D James  
Ms F Lambert  
Ms K Chakarova (Appointed 2 December 2024)  
Mr M Thompson (Appointed 13 November 2024)  
Mr M Tudge (Appointed 13 November 2024)  
Ms A Bond

### Chief Executive

Ms V Lawrence

### Senior Management Team

Head of Finance & IT Mr I Hamer  
Head of Operations Ms K Goode

### Charity number

305991

### Company name

Concordia (UK)

### Company number

00381668

### Principal address

19 North Street  
Portslade  
East Sussex  
BN41 1DH

### Registered office

19 North Street  
Portslade  
East Sussex  
BN41 1DH

### Auditor

TC Group  
One Bell Lane  
Lewes  
East Sussex  
BN7 1JU

### Bankers

Metro Bank PLC  
One Southampton Row  
London  
WC1B 5HA

### Solicitors

|                       |                     |                       |
|-----------------------|---------------------|-----------------------|
| Mayo Wynne Baxter LLP | Shakespeare         | Bates Wells           |
| 44-46 Old Steine      | Martineau LLP       | 10 Queen Street Place |
| Brighton              | No 1 Colmore Square | London                |
| East Sussex           | Birmingham          | EC4R 1BE              |
| BN1 1NH               | United Kingdom      |                       |
|                       | B4 6AA              |                       |

## Statement of Trustees' Responsibilities

For the year ended 31 December 2024

The Trustees, who are also the directors of Concordia (UK) for the purpose 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

On behalf of the Trustees

Stuart Piccaver

**Interim Chair of the Trustees**

Signed: *S. J. Poai*

Date: *19/8/2025*

concordia

# Report of the independent auditor

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# Independent Auditor's Report to the Members of Concordia (UK)

## Opinion

We have audited the financial statements of Concordia (UK) (the 'charitable company') for the year ended 31 December 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. 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 December 2024 and of its incoming resources and application of resources, including 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other information

The other information comprises the information included in the annual 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. 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 our audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report 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 directors' report included within 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.

## Responsibilities of Trustees

As explained more fully in the statement of trustees' responsibilities, the Trustees, who are also the directors of the charitable company for the purpose 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. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

## Extent to which the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit, in respect to fraud, are: to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and to respond appropriately to fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and its management.

Our approach was as follows:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussion with the directors and other management (as required by auditing standards), and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations;
- We identified the following areas as those most likely to have such an effect: health and safety; General Data Protection Regulation (GDPR); fraud; bribery and corruption and employment law. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.
- We considered the legal and regulatory frameworks directly applicable to the financial statements reporting framework (FRS 102 and the Companies Act 2006 and the Charities Act 2011) and the relevant tax compliance regulations in the UK;
- We considered the nature of the company's operations, the control environment and business performance, including the key drivers for management's remuneration;
- We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit;
- We considered the procedures and controls that the group has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those programmes and controls.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included: testing manual journals; reviewing the financial statement disclosures and testing to supporting documentation; performing analytical procedures; and enquiring of management, and were designed to provide reasonable assurance that the financial statements were free from fraud or error.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located 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.

### Use of this 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 auditors' 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.

**David Martin FCA (Senior Statutory Auditor)  
for and on behalf of TC Group**

Statutory Auditor  
Office: Lewes

Signed: TC Group

Date: 27 August 2025

concordia

# Financial statements

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## Statement of Financial Activities

Including income and expenditure account for the year ended 31 December 2024

|                                          | Notes | Unrestricted<br>funds 2024<br>£ | Unrestricted<br>funds 2023<br>£ |
|------------------------------------------|-------|---------------------------------|---------------------------------|
| <b>Income from:</b>                      |       |                                 |                                 |
| Charitable activities                    | 3     | 2,753,448                       | 2,533,105                       |
| Investments                              | 4     | 19,174                          | 53,660                          |
| <b>Total income</b>                      |       | <b>2,772,622</b>                | <b>2,586,765</b>                |
| Charitable activities                    | 5     | 2,735,760                       | 2,724,480                       |
| Net gains on investments                 | 10    | 48,608                          | 17,989                          |
| <b>Net movement in funds</b>             | 7     | <b>85,470</b>                   | <b>(119,726)</b>                |
| <b>Reconciliation of funds:</b>          |       |                                 |                                 |
| Fund balances at 1 January 2024          |       | 2,027,306                       | 2,147,032                       |
| <b>Fund balances at 31 December 2024</b> |       | <b>2,112,776</b>                | <b>2,027,306</b>                |

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

## Balance sheet

as at 31 December 2024

|                                                       | Notes | 2024<br>£ | 2023<br>£ |
|-------------------------------------------------------|-------|-----------|-----------|
| <b>Fixed assets</b>                                   |       |           |           |
| Intangible assets                                     | 12    | 108,903   | 140,294   |
| Tangible assets                                       | 13    | 39,640    | 49,160    |
| Investments                                           | 14    | 1,733,657 | 1,274,185 |
|                                                       |       | 1,882,200 | 1,463,639 |
| <b>Current assets</b>                                 |       |           |           |
| Debtors                                               | 15    | 272,286   | 331,328   |
| Cash at bank and in hand                              |       | 247,968   | 568,386   |
|                                                       |       | 520,254   | 899,714   |
| <b>Creditors: amounts falling due within one year</b> | 16    | (289,678) | (336,047) |
| <b>Net current assets</b>                             |       | 230,576   | 563,667   |
| <b>Total assets less current liabilities</b>          |       | 2,112,776 | 2,027,306 |
| <b>The funds of the charitable company</b>            |       |           |           |
| Unrestricted funds                                    |       | 2,112,776 | 2,027,306 |
|                                                       |       | 2,112,776 | 2,027,306 |

The financial statements were approved by the Trustees on

Stuart Piccaver

**Trustee**

Signed:

*S. J. Pica*

Date:

*19/8/2025*

Concordia (UK) – Company registration number 00381668 (England and Wales)

## Statement of cash flows

For the year ended 31 December 2024

|                                                               | Notes | 2024        |           | 2023     |           |
|---------------------------------------------------------------|-------|-------------|-----------|----------|-----------|
|                                                               |       | £           | £         | £        | £         |
| <b>Cash flows from operating activities</b>                   |       |             |           |          |           |
| Cash generated from/(absorbed by) operations                  | 21    |             | 71,272    |          | (50,998)  |
| <b>Investing activities</b>                                   |       |             |           |          |           |
| Purchase of intangible assets                                 |       | -           |           | (40,525) |           |
| Purchase of tangible fixed assets                             |       | -           |           | (53,231) |           |
| Purchase of investments                                       |       | (1,052,726) |           | (55,843) |           |
| Proceeds from disposal of investments                         |       | 641,862     |           | (10,000) |           |
| Investment income received                                    |       | 19,174      |           | 53,660   |           |
| <b>Net cash generated from/(used in) investing activities</b> |       |             | (391,690) |          | (105,939) |
| <b>Net cash used in financing activities</b>                  |       |             | -         |          | -         |
| <b>Net increase/(decrease) in cash and cash equivalents</b>   |       |             | (320,418) |          | (156,937) |
| Cash and cash equivalents at beginning of year                |       |             | 568,386   |          | 725,323   |
| <b>Cash and cash equivalents at end of year</b>               |       |             | 247,968   |          | 568,386   |

## Notes to the financial statements

For the year ended 31 December 2024

### 1 Accounting policies

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#### Charity information

Concordia (UK) is a private company limited by guarantee incorporated in England and Wales. The registered office is 19 North Street, Portslade, East Sussex, BN41 1DH.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charitable company's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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)" (effective 1 January 2019). The charitable company is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include certain items at fair value. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no uncertainties exist that would cause the failure of the charity. The trustees have considered the level of funds held and the expected income an expenditure for 12 months from the authorisation of the financial statements.

The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

#### 1.4 Income

Income is recognised when the charitable company is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Fees receivable represent the amount derived from the provision of services which fall within the company's ordinary activities stated net of value added tax.

Amounts receivable in respect of deposit interest and dividends are accounted for on an accruals basis.

Cash donations are recognised on receipt. Other donations are recognised once the charitable company has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charitable company has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Grants are recognised on receipt or when the charity becomes unconditionally entitled to the grant and the amount can be quantified with accuracy. When donors specify that the grants given to the charity must be used in future accounting periods, the income is deferred until those periods.

### 1.5 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Resources expended are recognised in the period in which they are incurred and are stated net of value added tax.

All the charity's costs are analysed as expenditure on charitable activities (note 5) being costs incurred by the charity in the delivery of its activities. These costs include both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs as included with Support costs in note 6 are those costs associated with meeting the constitutional and statutory requirements of the charity and include professional fees and trustee expenses incurred in governance of the charity.

All costs are allocated between the activities of the charity on a basis designed to reflect the use of the resource. The allocation between Operations and Volunteer projects is normally made on a direct usage basis or, but where this is not possible, on a personnel basis.

Staff costs (note 9) shows total payroll costs including employers' NI and pension contributions plus temping agency fees, training, and recruitment advertising.

Premises costs are costs relating to the office building such as rent and rates, insurance, utility bills, and the cost of depreciation of assets purchased after the office move.

### 1.6 Intangible fixed assets other than goodwill

Intangible assets acquired or created separately are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

|                     |              |
|---------------------|--------------|
| Software & Database | Over 7 years |
|---------------------|--------------|

### 1.7 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

|                        |                              |
|------------------------|------------------------------|
| Leasehold improvements | Over the period of the lease |
|------------------------|------------------------------|

|                       |                    |
|-----------------------|--------------------|
| Fixtures and fittings | Over 5 or 10 years |
|-----------------------|--------------------|

|                     |              |
|---------------------|--------------|
| Computer and office | Over 3 years |
|---------------------|--------------|

|                |              |
|----------------|--------------|
| Motor vehicles | Over 4 years |
|----------------|--------------|

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

Asset purchases of £1,000 or over are capitalised. Asset purchases of less than £1,000 are individually considered for capitalisation by the Directors.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying amount of the fixed asset may not be recoverable.

## 1.8 Fixed asset investments

Investments held as fixed assets are revalued at the bid price at the balance sheet date and the gain or loss taken to the Statement of Financial Activities.

## 1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

## 1.10 Financial instruments

The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

## Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest

method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

## Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

## Derecognition of financial liabilities

Financial liabilities are derecognised when the charitable company's contractual obligations expire or are discharged or cancelled.

## 1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

## 2 Critical accounting estimates and judgements

In the application of the charitable company's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

### Key sources of estimation uncertainty

#### Depreciation

The charitable company exercises judgement to determine useful lives and residual values of property, plant and equipment. The assets are depreciated down to their residual values over their estimated useful lives.

## 3 Charitable activities

|                    | Unrestricted<br>funds<br>2024<br>£ | Unrestricted<br>funds<br>2023<br>£ |
|--------------------|------------------------------------|------------------------------------|
| Farm fees          | 2,612,545                          | 2,418,909                          |
| Other fees         | 129,393                            | 37,817                             |
| Volunteer projects | 11,510                             | 76,379                             |
|                    | 2,753,448                          | 2,533,105                          |

## 4 Income from investments

|                                | Unrestricted<br>funds<br>2024<br>£ | Unrestricted<br>funds<br>2023<br>£ |
|--------------------------------|------------------------------------|------------------------------------|
| Income from listed investments | 18,854                             | 50,843                             |
| Interest receivable            | 320                                | 2,817                              |
|                                | 19,174                             | 53,660                             |

## 5 Charitable activities

|                                        | Operations<br>2024<br>£ | Volunteer<br>Projects<br>2024<br>£ | Total<br>2024<br>£ | Operations<br>2023<br>£ | Volunteer<br>Projects<br>2023<br>£ | Total<br>2023<br>£ |
|----------------------------------------|-------------------------|------------------------------------|--------------------|-------------------------|------------------------------------|--------------------|
| Staff costs                            | 725,644                 | 33,303                             | 758,947            | 663,866                 | 48,319                             | 712,185            |
| Depreciation and impairment            | 40,911                  | -                                  | 40,911             | 37,394                  | -                                  | 37,394             |
| Agency costs                           | 1,088,646               | -                                  | 1,088,646          | 1,025,189               | -                                  | 1,025,189          |
| Participant insurance and visa costs   | 132,454                 | -                                  | 132,454            | 124,494                 | -                                  | 124,494            |
| NCS                                    | -                       | 16,378                             | 16,378             | -                       | 1,643                              | 1,643              |
| Travel                                 | 8,424                   | -                                  | 8,424              | 14,900                  | 594                                | 15,494             |
| Volunteer project expenses             | -                       | 14,774                             | 14,774             | -                       | 62,782                             | 62,782             |
| Advertising and marketing              | 15,855                  | 770                                | 16,625             | 25,832                  | 1,141                              | 26,973             |
| Pastoral fund                          | 6,443                   | -                                  | 6,443              | 14,874                  | -                                  | 14,874             |
| Field Officers                         | 12,840                  | -                                  | 12,840             | 15,546                  | -                                  | 15,546             |
| Conferences and roadshows              | 10,124                  | -                                  | 10,124             | 12,081                  | -                                  | 12,081             |
| Motor costs                            | 10,380                  | -                                  | 10,380             | 9,748                   | -                                  | 9,748              |
| Training and recruitment               | 51,689                  | -                                  | 51,689             | 82,290                  | -                                  | 82,290             |
| EWP                                    | -                       | 426                                | 426                | -                       | 8,376                              | 8,376              |
| CYA                                    | -                       | -                                  | -                  | -                       | 4,951                              | 4,951              |
| Bad debts                              | -                       | (7,008)                            | (7,008)            | -                       | 21,470                             | 21,470             |
|                                        | 2,103,410               | 58,643                             | 2,162,053          | 2,026,214               | 149,276                            | 2,175,490          |
| Share of support costs (see note 6)    | 527,675                 | 37,832                             | 565,507            | 306,703                 | 222,096                            | 528,799            |
| Share of governance costs (see note 6) | 7,651                   | 549                                | 8,200              | 11,711                  | 8,480                              | 20,191             |
|                                        | 2,638,736               | 97,024                             | 2,735,760          | 2,344,628               | 379,852                            | 2,724,480          |

## 6 Support costs

|                                         | Support costs<br>£ | Governance costs<br>£ | 2024<br>£ | Support costs<br>£ | Governance costs<br>£ | 2023<br>£ |
|-----------------------------------------|--------------------|-----------------------|-----------|--------------------|-----------------------|-----------|
| Staff costs                             | 302,509            | -                     | 302,509   | 314,088            | -                     | 314,088   |
| Premises costs                          | 91,916             | -                     | 91,916    | 51,091             | -                     | 51,091    |
| Computer services                       | 57,046             | -                     | 57,046    | 91,716             | -                     | 91,716    |
| Legal and professional                  | 63,097             | -                     | 63,097    | 20,361             | -                     | 20,361    |
| Telephone                               | 20,733             | -                     | 20,733    | 19,379             | -                     | 19,379    |
| Sundries                                | 12,696             | -                     | 12,696    | 19,690             | -                     | 19,690    |
| HR services                             | 1,707              | -                     | 1,707     | 675                | -                     | 675       |
| Printing, stationery, postage & courier | 2,361              | -                     | 2,361     | 3,945              | -                     | 3,945     |
| Equipment hire                          | 1,982              | -                     | 1,982     | 1,982              | -                     | 1,982     |
| Bank charges and Interest               | 5,365              | -                     | 5,365     | 5,872              | -                     | 5,872     |
| Audit fees                              | 6,095              | -                     | 6,095     | -                  | 7,500                 | 7,500     |
| Accountancy                             | -                  | -                     | -         | -                  | 670                   | 670       |
| Board meetings                          | -                  | 8,200                 | 8,200     | -                  | 12,021                | 12,021    |
|                                         | 565,507            | 8,200                 | 573,707   | 528,799            | 20,191                | 548,990   |
| Analysed to Charitable activities       | 565,507            | 8,200                 | 573,707   | 528,799            | 20,191                | 548,990   |

## 7 Net movement in funds

|                                                                  | 2024<br>£ | 2023<br>£ |
|------------------------------------------------------------------|-----------|-----------|
| The net movement in funds is stated after charging/(crediting):  |           |           |
| Fees payable for the audit of the charity's financial statements | 6,095     | 7,500     |
| Depreciation of owned tangible fixed assets                      | 9,520     | 5,894     |
| Amortisation of intangible assets                                | 31,391    | 31,500    |

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## 8 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from employment during the year under review nor for 2023. No termination payments were made during the either year.

During the year under review, travel and subsistence expenses totalling £8,200 (2023 – £12,021) were reimbursed to and paid on behalf of Key Management Personnel.

Non executive trustee expenses totalling £2,359 (2023 – £2,324) were reimbursed during the year. Additional expenses paid on behalf of non executive trustees totalling £5,841 (2023 – £9,697) were paid during the year.

## 9 Employees

The average monthly number of employees during the year, calculated on a full time equivalent basis and analysed by function was:

|                                           | 2024<br>Number | 2023<br>Number |
|-------------------------------------------|----------------|----------------|
| Direct Charitable - Operations department | 14             | 13             |
| Direct Charitable - Volunteers department | 4              | 5              |
| Support staff                             | 6              | 7              |
| Total                                     | 24             | 25             |

| Employment costs      | 2024<br>£ | 2023<br>£ |
|-----------------------|-----------|-----------|
| Wages and salaries    | 931,434   | 906,480   |
| Social security costs | 88,646    | 81,848    |
| Other pension costs   | 41,376    | 37,945    |
|                       | 1,061,456 | 1,026,273 |

The number of employees whose annual remuneration was more than £60,000 is as follows:

|                 | 2024<br>Number | 2023<br>Number |
|-----------------|----------------|----------------|
| £70,001-£80,000 | 1              | -              |

## 9 Employees (continued)

Of the employees whose emoluments exceed £60,000, 1 (2023: 0) have retirement benefits accruing under defined contribution pension schemes.

### Remuneration of key management personnel

The remuneration of key management personnel which is comprised of gross salaries, employers national insurance and pension contributions, is as follows.

|                        | 2024<br>£ | 2023<br>£ |
|------------------------|-----------|-----------|
| Aggregate compensation | 295,008   | 277,446   |

## 10 Gains and losses on investments

|                            | Unrestricted<br>funds<br>2024<br>£ | Unrestricted<br>funds<br>2023<br>£ |
|----------------------------|------------------------------------|------------------------------------|
| Gains/(losses) arising on: |                                    |                                    |
| Revaluation of investments | 41,930                             | 17,989                             |
| Sale of investments        | 6,678                              | -                                  |
|                            | 48,608                             | 17,989                             |

## 11 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

## 12 Intangible fixed assets

|                                        | Software &<br>Database<br>£ |
|----------------------------------------|-----------------------------|
| <b>Cost</b>                            |                             |
| At 1 January 2024 and 31 December 2024 | 259,423                     |
| <b>Amortisation and impairment</b>     |                             |
| At 1 January 2024                      | 119,129                     |
| Amortisation charged for the year      | 31,391                      |
| At 31 December 2024                    | 150,520                     |
| <b>Carrying amount</b>                 |                             |
| At 31 December 2024                    | 108,903                     |
| At 31 December 2023                    | 140,294                     |

## 13 Tangible fixed assets

|                                    | Leasehold<br>improvements<br>£ | Fixtures and<br>fittings<br>£ | Computer<br>and office<br>£ | Motor<br>vehicles<br>£ | Total<br>£ |
|------------------------------------|--------------------------------|-------------------------------|-----------------------------|------------------------|------------|
| <b>Cost</b>                        |                                |                               |                             |                        |            |
| At 1 January 2024                  | 105,573                        | 35,086                        | 252,366                     | 37,119                 | 430,144    |
| At 31 December 2024                | 105,573                        | 35,086                        | 252,366                     | 37,119                 | 430,144    |
| <b>Depreciation and impairment</b> |                                |                               |                             |                        |            |
| At 1 January 2024                  | 80,690                         | 28,449                        | 252,366                     | 19,479                 | 380,984    |
| Depreciation charged in the year   | 2,765                          | 1,327                         | -                           | 5,428                  | 9,520      |
| At 31 December 2024                | 83,455                         | 29,776                        | 252,366                     | 24,907                 | 390,504    |
| <b>Carrying amount</b>             |                                |                               |                             |                        |            |
| At 31 December 2024                | 22,118                         | 5,310                         | -                           | 12,212                 | 39,640     |
| At 31 December 2023                | 24,883                         | 6,637                         | -                           | 17,640                 | 49,160     |

## 14 Fixed asset investments

|                          | Listed<br>investments<br>£ | Cash in<br>portfolio<br>£ | Total<br>£  |
|--------------------------|----------------------------|---------------------------|-------------|
| <b>Cost or valuation</b> |                            |                           |             |
| At 1 January 2024        | 1,264,185                  | 10,000                    | 1,274,185   |
| Additions                | 1,052,726                  | 823,909                   | 1,876,635   |
| Valuation changes        | 48,608                     | -                         | 48,608      |
| Disposals                | (1,465,771)                | -                         | (1,465,771) |
| At 31 December 2024      | 899,748                    | 833,909                   | 1,733,657   |
| <b>Carrying amount</b>   |                            |                           |             |
| At 31 December 2024      | 899,748                    | 833,909                   | 1,733,657   |
| At 31 December 2023      | 1,264,185                  | 10,000                    | 1,274,185   |

### The structure of the current portfolio of investments is as follows:

- CCLA Investment Fund (United Kingdom)

### The below were closed during the year:

- SUTL Cazenove Charity Multi Asset Fund (was Schroders Multi Asset Fund) (United Kingdom)
- Close Diversified Income (United Kingdom)

## 15 Debtors

|                                             | 2024<br>£ | 2023<br>£ |
|---------------------------------------------|-----------|-----------|
| <b>Amounts falling due within one year:</b> |           |           |
| Trade debtors                               | 118,350   | 122,950   |
| Other debtors                               | -         | 904       |
| Prepayments and accrued income              | 153,936   | 207,474   |
|                                             | 272,286   | 331,328   |

## 16 Creditors: amounts falling due within one year

|                                    | 2024    | 2023    |
|------------------------------------|---------|---------|
|                                    | £       | £       |
| Other taxation and social security | 78,042  | 75,640  |
| Trade creditors                    | 42,033  | 21,914  |
| Other creditors                    | -       | 186     |
| Accruals and deferred income       | 169,603 | 238,307 |
|                                    | 289,678 | 336,047 |

## 17 Retirement benefit schemes

|                                                                     | 2024   | 2023   |
|---------------------------------------------------------------------|--------|--------|
|                                                                     | £      | £      |
| <b>Defined contribution schemes</b>                                 |        |        |
| Charge to profit or loss in respect of defined contribution schemes | 41,376 | 37,945 |

The charitable company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charitable company in an independently administered fund.

## 18 Unrestricted funds

|                 | Balance at 1 January 2023 |           | Movement in funds  |                    |           |                  | Balance at 1 January 2024 |             | Movement in funds  |                    |           |                  | Balance at 31 December 2024 |   |
|-----------------|---------------------------|-----------|--------------------|--------------------|-----------|------------------|---------------------------|-------------|--------------------|--------------------|-----------|------------------|-----------------------------|---|
|                 | £                         | £         | Incoming resources | Resources expended | Transfers | Gains and losses | £                         | £           | Incoming resources | Resources expended | Transfers | Gains and losses | £                           | £ |
| Fair Value Fund | 262,811                   | -         | -                  | -                  | 50,843    | 17,989           | 331,643                   | -           | -                  | (338,129)          | 48,608    | 42,122           |                             |   |
| Asset Fund      | 133,091                   | -         | -                  | -                  | 56,363    | -                | 189,454                   | -           | -                  | (40,911)           | -         | 148,543          |                             |   |
| General Reserve | 1,751,130                 | 2,586,765 | (2,724,480)        | (107,206)          | -         | -                | 1,506,209                 | 2,772,622   | (2,735,760)        | 379,040            | -         | 1,922,111        |                             |   |
|                 | 2,147,032                 | 2,586,765 | (2,724,480)        | -                  | 17,989    | 2,027,306        | 2,772,622                 | (2,735,760) | -                  | 48,608             | 2,112,776 |                  |                             |   |

### Material Unrestricted Funds

#### Fair Value Fund

This was established to reflect the unrealised gains and losses on the fixed asset investments. It is also the difference between the historic cost, which includes reinvested dividends, and the current market value of the funds.

#### Asset Fund

This was established during 2018 to mirror the tangible and intangible fixed assets, as these would need to be sold before these funds could be realised.

#### General Reserve

The medium term objective is to maintain a balance of 55-70 per cent of next year's expenditure.

## 19 Operating lease commitments

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### Lessee

At the reporting end date the charitable company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

|                            | 2024    | 2023    |
|----------------------------|---------|---------|
|                            | £       | £       |
| Within one year            | 48,430  | 49,665  |
| Between two and five years | 217,570 | 213,632 |
| In over five years         | 82,072  | 123,108 |
|                            | 348,072 | 386,405 |

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## 20 Related party transactions

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The following Concordia directors are also customers of the company in their capacity as growers or agents;

Stuart Piccaver is a director of J E Piccaver and Co. who were invoiced £63,989 (2023 – £59,739) during the year for the supply of Concordia seasonal workers. At the year end the farm's account balance was £Nil (2023 – £2,268).

## 21 Cash generated from operations

|                                                                   | 2024     | 2023      |
|-------------------------------------------------------------------|----------|-----------|
|                                                                   | £        | £         |
| Surplus/(deficit) for the year                                    | 85,470   | (119,726) |
| Adjustments for:                                                  |          |           |
| Investment income recognised in statement of financial activities | (19,174) | (53,660)  |
| Gain on disposal of investments                                   | (6,678)  | -         |
| Fair value gains and losses on investments                        | (41,930) | (17,989)  |
| Depreciation and impairment of tangible fixed assets              | 40,911   | 37,394    |
| Movements in working capital:                                     |          |           |
| Decrease in debtors                                               | 59,042   | 27,976    |
| (Decrease)/increase in creditors                                  | (46,369) | 75,007    |
| Cash generated from/(absorbed by) operations                      | 71,272   | (50,998)  |

## 22 Analysis of changes in net funds

The charitable company had no material debt during the year.

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# Charity information and governance

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Annual Report 2024



## Organisational structure

Concordia UK is a registered charity (no. 305991) and a company limited by guarantee in England and Wales (no. 381668). The organisation was founded in 1943.

During 2024 the Board approved the adoption of a modernised set of Articles. These Articles removed the previous requirement for membership and an AGM. There are no members in addition to the trustees.

### Objects

Our objects and legal purpose, as set out in our Articles of Association, are:

- To support individuals, especially but not exclusively young people and students, by providing work placements, volunteering, training or other similar opportunities (both nationally and internationally) to support them to develop their skills and capabilities, to experience changes of environment and to develop a wider sense of cross cultural understanding, community or citizenship.

During 2024 Concordia trustees reviewed our objects, to modernise them and reduce repetition. The Charity Commission have approved our application currently.

Our thanks to solicitors Shakespeare Martineau for their advice and guidance during 2024.

### Public benefit

The trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission. Concordia's public benefit is enshrined in its charitable objectives and activities, providing multiple benefits for its beneficiaries which are wide ranging and long lasting.

## Governance

The Board is Concordia's governing body, made up of 10-12 individuals who serve as both Trustees of the charity and Directors of the company. Trustees can serve for three consecutive terms of three years. All trustees are volunteers. To ensure that the Board is equipped to carry out its responsibilities it carries out skills analysis of existing members, has recruited and inducted new trustees with different skills and views into the charity and provides trustee training on different matters as required.

The Board met three times in person in 2024. Additional online extraordinary board meetings were arranged as necessary to address specific priority topics.

The Board is assisted by committees that meet regularly and report back to the Board:

The four committees of the Board in 2024 were:

- Human Resources & Operations Committee (HR&Ops), which advises the Board on HR matters, reviews policy, monitors key HR metrics and provides advice on succession planning. The committee has also overseen operational metrics.
- Finance Committee – which provides expertise and advice to Board on all financial matters, undertakes scrutiny of accounts, maintains oversight of investments and financial controls, reviews and develops policy and provides insight on risk.
- Nominations Committee – which oversees trustee succession planning and advises the Board on all matters pertaining to Board appointments and recruitment. Appointments are made by the Board.
- Remunerations Committee – which meets once a year to review the CEO salary.

These committees have been reviewed during December 2024 and from January 2025 the following will meet:

- Impact Committee – to create and review Concordia's impact framework, to progress and oversee EDI matters and communications.
- HR Committee – as above, bringing together all HR remits.
- Remuneration Committee
- Finance committee – as above, with the inclusion of fundraising
- Nominations Committee – as above

A major part of Concordia's activities consists of delivering our Seasonal Workers Programme to the UK horticultural sector, and two of our trustees who served during 2024 came from this sector, providing useful knowledge of the industry. Details of related party business transactions are disclosed in note 21 of the Financial Statements. No other trustees had any personal interest in any contract or transaction entered into by the charity during the year.

Bates Wells Solicitors provided support to the Board on various governance matters.

**“What have you done with my son? I do not recognise this boy who never left the computer in his room. He has returned with confidence, friends and a new positivity, which is heartwarming considering his additional needs. I will be forever grateful!”**

## Trustee development and training

All new trustees follow a structured induction process and receive copies of Concordia's governing documents. In addition, they are encouraged to attend external conferences and seminars as appropriate, online training modules and in-person training.

During 2024 the Board had opportunities to attend online briefings in relation to digital transformation as well as Equality, Diversity and Inclusion. The Chair of Finance Committee attended in-person leadership training together with the staff team. The board held an effective governance development day in November, externally facilitated. A compulsory online governance training module was commissioned from Willow Consulting for all trustees.

The board undertook a governance review during 2024, using an online system, Digiboard. This was supplemented with support from Willow Consulting, to create a governance action plan and undertake 360 feedback reviews with board members. A number of governance documents have been reviewed, updated

and/or replaced such as the delegation framework, Terms of Reference for Committees and the induction pack. A governance working group has been established to take forward the action plan.

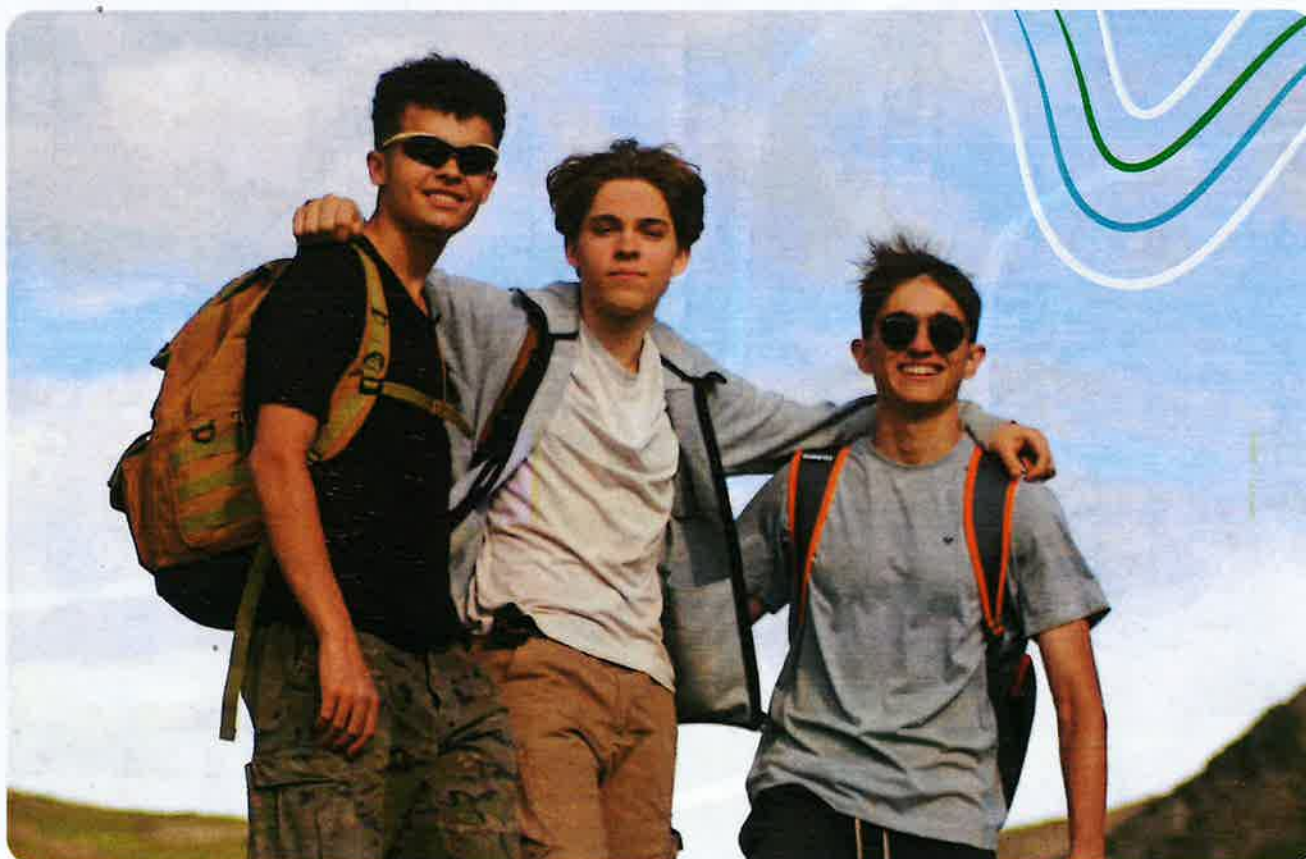
Our thanks to consultant Felicia Willow for her support and guidance during 2024.

## Auditor

An independent audit is performed annually to fulfil the charity's legal obligations and for the Board to ensure that the financial statements have been properly prepared and give a true and fair view.

## Disclosure of information to auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.



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# Our people

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## Trustees

|                       |                                                                                                             |
|-----------------------|-------------------------------------------------------------------------------------------------------------|
| <b>Mr S Piccaver</b>  | Vice Chair from 6th February 2024; Interim Chair from 25th November 2024                                    |
| <b>Ms A Bond</b>      | Vice Chair 16th November 2022; Acting Chair from 19th June 2023; Chair 12th July 2024 to 25th November 2024 |
| <b>Mr D Pullen</b>    | Chair of HR & Operations Committee                                                                          |
| <b>Ms E Alku</b>      | Safeguarding Trustee (to 31 July 2025)                                                                      |
| <b>Ms C Dean</b>      |                                                                                                             |
| <b>Mr D James</b>     | Chair of Finance Committee                                                                                  |
| <b>Ms F Lambert</b>   |                                                                                                             |
| <b>Mr A Moran</b>     | (to 22nd January 2025)                                                                                      |
| <b>Mr M Naylor</b>    | (to 2nd April 2024)                                                                                         |
| <b>Mr M Thompson</b>  | (from 13th November 2024)                                                                                   |
| <b>Ms K Chakarova</b> | from 2nd December 2024)                                                                                     |
| <b>Mr M Tudge</b>     | (from 13th November 2024)                                                                                   |

Day to day management is delegated to the Chief Executive, according to a Scheme of Delegation authorised by the Board and reviewed regularly.

## Management – Senior Staff

|                                 |                                            |
|---------------------------------|--------------------------------------------|
| <b>Chief Executive Officer</b>  | Victoria Lawrence (from 6th November 2023) |
| <b>Finance Director</b>         | Ian Hamer                                  |
| <b>Operations Director</b>      | Karen Goode                                |
| <b>Head of Youth Programmes</b> | Victor Petersson (to 30th September 2024)  |



**concordia**  
SUPPORTING PEOPLE TO THRIVE

**Concordia (UK)**  
**Registered office:**  
19 North Street,  
Portslade,  
Brighton BN41 1DH

**Website:** [www.concordia.org.uk](http://www.concordia.org.uk)  
**Follow us:** @ConcordiaCharity



Concordia is a registered charity no. 305991.  
Registered company no. 381668.

Annual Report 2024 (1<sup>st</sup> January to 31<sup>st</sup> December 2024)