

THE RED HEN PROJECT

.....it takes a village

to raise a child.....

Annual Review & Accounts 2018-19



www.redhenproject.org Registered Charity No 1072190
Northfield Avenue, Cambridge, Cambridgeshire, CB4 2HU

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THE RED HEN PROJECT

You will not be surprised to know that this has been a very busy year! That is the Red Hen way as we respond to the needs of our schools, our families and their communities.

Much of what I said in last years report continues to be true. Cambridge is famous for its University, its rich heritage, its leafy villages, the punts, the culture, the tourism. It is less well known for the fact that about a third of its children are living in 'poverty'.

At a talk I gave to a group of retired academics who wanted to know more about our work I was asked what I meant by poverty. I am not an economist or a politician so that stopped me in my tracks.

Of course it means different things to different people and in different situations. Rather obviously it is not having enough money to pay for basic living requirements of food, shelter, heat and the like. But what about books and toys and experiences? What about music lessons and holidays and trips? Things that those of us who do live in the leafy villages take for granted.

We hear more and more of in-work poverty too. Families where one or more of the adults are working but still cannot make ends meet.

Low income is of course closely correlated with low educational achievement and that is where our work begins. Any barriers to being in school and ready to learn can only perpetuate the problem. That is where and why we began. Addressing issues in families that become a barrier to education. Reasons are many and varied but poverty now seems to be at the heart of almost every case.

So our work seems to become further and further away from 'done' and the time when our lottery funding runs out draws closer.

Our family workers continue to manage large and ever-changing caseloads, though as part of our Operational Review we looked at how to manage referrals and the kind of cases that should not come our way. This will enable us to do more of the early intervention and practical work that we are so very good at.

This year we welcomed Sarah Crick as our Project Lead and she has brought a new energy, focused on looking to the future and making us sustainable, relevant and secure.

They are a strong and resilient team who support one another brilliantly as well as doing excellent work with our families. They do it with sensitivity, warmth and genuine care. They make a difference, every day.

They are backed up by a slightly new look Board of Trustees with useful skills and fresh ideas and I would like to thank them for their commitment and talent.

And thank you too for your support. We will need you more than ever in the coming year and we look forward to working alongside you in any way that you can.

We are 21 years old and we would like to carry on being able to give the 'key of the door' of opportunity to those children who come our way.



Lesley Ford
Chair

Our vision, mission, aims and values

‘It takes a village to raise a child’ - our vision is to create that village

Our mission is to create a supportive and self-reliant community where children can take advantage of every opportunity to contribute fully to society and fulfil their lives.

Our aims are to

- 🔴 **improve** life chances
- 🔴 **help** families move from dependence to independence
- 🔴 **support** vulnerable families and children
- 🔴 **foster** social integration, access and participation, thus reducing social isolation
- 🔴 **nurture** positive parenting skills in our families and the wider community
- 🔴 **advance** the education of children by helping to remove barriers to learning
- 🔴 **encourage** parental involvement in their children’s learning
- 🔴 **prevent** truancy and exclusions
- 🔴 **build** more positive relationships between families, their schools and communities
- 🔴 **promote** inter-agency liaison and co-operation
- 🔴 **enable** vulnerable families to seek appropriate support from other agencies
- 🔴 **coordinate** that support in a focused way

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To achieve these we

- 🔥 provide **early intervention** through one-to-one family support in the home
- 🔥 deliver our services in the **heart of the community**, and with the support of the community
- 🔥 **co-operate** and **collaborate** with other charities, voluntary bodies and statutory authorities

To support this we

- 🔥 **promote** and raise awareness of the Project, and why we are needed
- 🔥 **nurture** existing partnerships and pursue new collaborations
- 🔥 **develop** existing networks and seek out new opportunities for sharing and learning
- 🔥 **generate** funds by seeking grants and charitable donations
- 🔥 **provide** a supportive culture to give our staff the resilience needed to help others

Our values mean we

- 🔥 are **supportive, caring, encouraging, independent** and **trustworthy**
- 🔥 strive to be **non-judgemental, approachable** and **friendly**
- 🔥 **respect** the families and children with whom we work
- 🔥 seek to **empower** our families, **enabling** them to resolve the difficulties they may be experiencing
- 🔥 are committed to our **local community**
- 🔥 believe in using **early intervention** to address initial difficulties a child or a family may encounter in order to **prevent** them developing into significant problems
- 🔥 believe in the benefits of **proactively** working with other agencies
- 🔥 are committed to **continuous development** and the value of **lived experience**

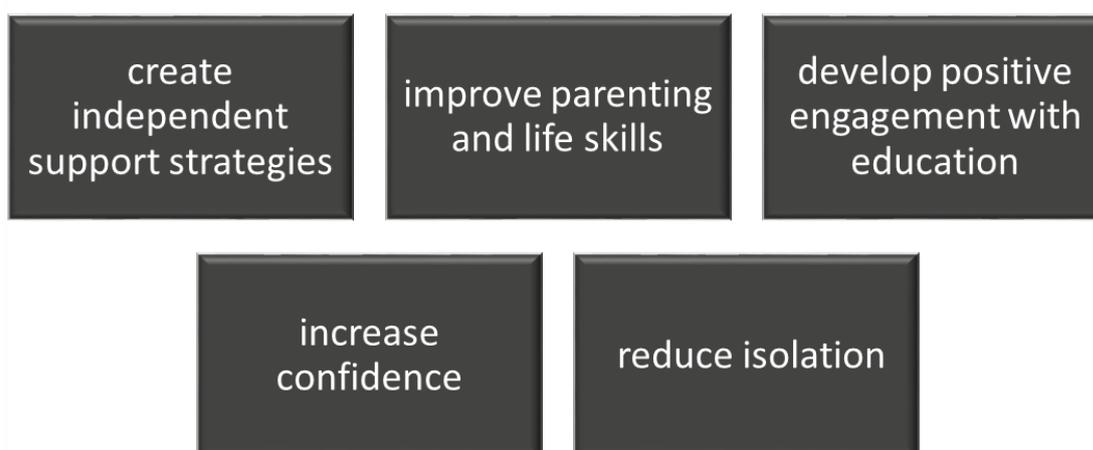
Our work and approach

Why we exist

The Red Hen Project operates in the socially and economically disadvantaged areas of North Cambridge - an area where there is often a reliance on welfare and social care. This can perpetuate the cycle for many families in our community; creating a 'poverty trap' for future generations. We aim to break this cycle, by encouraging and supporting families from dependence to independence, through a range of strategies and activities.

What we do

Through the work of family workers, the Red Hen Project supports families in order to enable them to



This, in turn, gives the community the capacity and resilience to tackle the roots of social problems at the earliest opportunity.

Who we help

The Red Hen do this by operating family support, through a home school liaison programme. We work with children and families from five primary schools, Arbury, King's Hedges, The Grove, Shirley, and Orchard Park, with a particular focus on children who are displaying emotional and behavioural difficulties. The nature of our work, and the approach we take means that we not only work with the child's parents and other carers but often with siblings of these children, who do not necessarily attend one of our five schools.

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How we do it

The Red Hen Project focuses on the **individual needs of each child** and their families, there is **no one-size-fits-all** approach. Almost anything that is making life difficult for children and parents can be tackled. We prioritise one-to-one support, complemented by peer support, and help families to become independent. This may include, but not be exclusive to

- addressing behaviour difficulties, reluctance to attend school, routines, accessing out of school activities
- helping families with housing, benefits or debts issues
- supporting families and children through the challenges of relationship breakdown, domestic violence, mental or physical health

Our approach, our philosophy

Our approach is a family centred model, which is tried and tested by both Social Care and Health - informed by current and ongoing research. We aim to deliver frontline services that can help families, children and young people by focusing on their needs. This approach, and the use of the 'Early Help Assessment' (formerly the Common Assessment Framework) is used to give effective early intervention.

We work within a multi-disciplinary framework and adopt a wide range of approaches as necessary. The objectives of the support are often multiple, they can include improved attendance and educational performance, reducing emotional and behavioural difficulties and increase empowerment and levels of participation of parents and families.

We also adopt the principles of the Children and Families Act 2014 (formerly 'Every Child Matters'), as we feel that these focus on positive outcomes and the themes are more relevant than ever.



Our Activities

Red Hen operates from a rented office base at King's Hedges Educational Federation but works flexibly across all five schools and the local Church Hall. Our family workers spend the majority of their time out in the community, at local schools and in our families' homes.

Intensive support

We work with families one-to-one for seven months on average, but we have the flexibility for this to be in place for over a year, if needed. We work together at home and in the community to improve family life and relationships. Food poverty is a recurring issue. We are authorised to refer to the foodbank, have a partnership with Fare Share to redistribute surplus food, and hold our own emergency fund to support families in crisis.

Support in the community

These are crucial in developing relationships and reducing isolation. We provide a comfortable, supportive non-threatening environment for isolated families, providing advice, guidance and signposting. The weekly groups are a powerful tool for engaging hard-to-reach families and they are able to gradually build relationships on their own timetable. We organise day trips to enable families to spend time together and build friendships leading to peer support, removing barriers such as lack of finance or transport, lack of confidence, language or disability. Both the groups and trips are instrumental in fostering peer-to-peer support.

Building skills through workshops and courses

Through our referrals we have identified a need for effective parenting strategies. We run a mixture of one-off workshops and eight-week accredited courses, allowing inclusive participation. The proven impact of these strategies is a calmer home life, better family communication, greater attainment and attendance at school. In addition we run cookery courses, giving around six to eight families at a time the skills and confidence to cook healthy family meals on a tight budget.

Our outcomes

- 🔥 Children experiencing trauma, crisis or challenging behaviour to have **improved emotional and physical wellbeing** and **improved engagement with their education**
- 🔥 Parents facing family crisis to **increase their parenting skills, confidence and emotional wellbeing**
- 🔥 Schools, support agencies and statutory bodies to be better coordinated to meet local needs, and reducing isolation for families
- 🔥 Families to have **improved links with others** in their communities and are **better able to support others** with similar problems

Public benefit - our impact

Progress against these outcomes leads to an overall outcome of **families in the community being happy and fulfilled, and able to make positive contributions to society**, leading to self-efficacy in our communities.

During this year....

- 🔥 **99%** of our children had **improved life chances**, through **developing confidence and emotional resilience**
- 🔥 **99%** of our families have **improved family relationships**, through **developing effective, responsible parenting skills**
- 🔥 **98%** of our families have **improved engagement with the community**, and **reduced isolation**
- 🔥 **96%** of our families have **improved life changes**, and **less reliance on outside intervention**

Project Manager's annual report

Our core work

A busy year for Red Hen providing tailored intensive support for individual families and children - helping over 76 families in North Cambridge.

Our two family workers have had a total of 1,471 contacts with these families – including 764 home visits.

To ensure a joined-up, effective approach and review of the progress of our 121 cases we held formal link meetings regularly in all five of our primary school partners, with school heads, SENCos (Special Educational Needs Co-ordinators) and other stakeholders (e.g. Blue Smile).

Our outreach

Complementing the intensive work, we have supported over 225 families through our outreach activities in North Cambridge. The accessible advice is much appreciated by families, but importantly parents and carers are also using the opportunity to build their own peer-support networks.

- 🔥 We have increased our use of **Time Credits**, increasing our registered volunteers from 2 to 14, and the number of credits earned from 28 last year, to 144 this year.
- 🔥 Our **weekly drop-in** coffee morning continued to be well attended, with numbers sometimes in excess of 40, including both mums and dads, grandparents, preschool children, and extended family
- 🔥 We distributed **emergency family supplies** complimentary to the Food Bank referrals, such as washing powder, shampoo, soap, toothpaste and sanitary items
- 🔥 We continued our partnership with **Fare Share** and Tesco, to collect **surplus food** on a weekly basis, and re-distribute it to families in need
- 🔥 We ran our eight-week **Raising Children** courses with parents and carers attending from across the five schools, with excellent feedback
- 🔥 We developed and ran a wide range of well-attended **workshops** across our schools – including sleep routines, making mealtimes fun, sibling rivalry, healthy lunchboxes and building resilience
- 🔥 With the financial help of **ARM** (via **Cambridge Community Foundation**) we worked with Cambridge Frugal Cookery to deliver two 6 week hands-on **Cooking on a Budget** courses
- 🔥 We took enough families to fill two coaches on our **summer family day trips** to Hunstanton and Wickstead

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Our community and supporters

- 🔥 **Cambridge Mayor Nigel Gawthrop**, chose us as one of his named charities for his year in office
- 🔥 As part of this opportunity, we benefited from the free use of the Guild Hall where, with the help of **Cambridge Pentacle Club**, we held a fundraising magic show celebrating their 100 year anniversary
- 🔥 This association with the Mayor also led to us being a beneficiary of the **Dragon Boat Festival**
- 🔥 With the help of **Cambridge Community Foundation**, we received financial support from **ARM** to run cooking on a budget sessions for families
- 🔥 We had a tombola stall at the annual **Arbury Carnival** to raise funds for our crisis fund to support families - enjoying meeting friends old and new, and raising awareness of the project in the local community
- 🔥 Children from our Monday drop-in designed the **Mayor's Christmas Card**
- 🔥 Our Chair and staff undertook a children's **Christmas gifts appeal** and were overwhelmed with the response from our friends and school staff
- 🔥 We received Christmas hampers from the **Cambridge City Foodbank** and the **Besom Project** and distributed them our families most in need
- 🔥 We were **Cambridge 105's charity of the month** in January 2019, and had a total of four interviews broadcast about our work
- 🔥 We **spoke at meetings** and events to **raise awareness** of the charity and the challenges in our community, including the Pentacle Club, Cambridge Soroptimists and several Townswomen's Guilds

Our partnerships

- 🔥 We continued to see increasing levels of poverty, and have strengthened our links with **City Food Bank** and find ourselves providing more and more referrals to them
- 🔥 We joined the **GET Group** - a networking support group for Voluntary and Community Sector (VCS) who offer guidance, employment and training to unemployed or otherwise disadvantaged people
- 🔥 We shared experience and ideas with **Sharing Parenting**, who run a similar project in Newmarket alongside their training and accreditation business
- 🔥 We worked with **Cambridge Commons** to raise the profile of the effects of inequality in Cambridge
- 🔥 We connected with the **ARU Law Clinic** and now can use their services to help with family law and employment issues
- 🔥 We contributed to local plans around **Social Prescribing** with Cambridge Mental Health Network
- 🔥 Our partnership with local gallery **Kettle's Yard** and our membership of the 'Community Panel for their **Open House** project is proving successful
- 🔥 We made **new connections** with King's Hedges Family Support Project, A Toy's Life and Beyond, Illuminate and NCCP

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In the background

- 🔥 We welcomed a **new Project Lead**, Sarah Crick, and said goodbye to Liz Wright our Project Manager
- 🔥 In light of some challenging cases, we increased the **clinical supervision** for our senior family worker
- 🔥 We have professionalised by moved to our **own Red Hen email addresses** @redhenproject.org and moved to cloud based storage negating our need to be in the office base to use school servers
- 🔥 We are using design tools that are free to charities to improve our branding, promotion and social media
- 🔥 We spent time attending networking opportunities to **raise the profile of the charity in the business community** in Cambridge to ensure our financial sustainability
- 🔥 We **strengthened our governance** with ongoing review of our policies and the creation of several new policies and procedures including mobile phone, reserves, referral and complaints
- 🔥 We have signed **service levels agreements** with our five primary schools, and with the provider of our office space King's Hedges Education Federation
- 🔥 We took measures to address issues around the intensity and safeguarding level of cases, ensuring appropriate referrals through the development of a **Threshold** policy shared with our referring schools and other partner organisations
- 🔥 We developed a **Family Contract** for use when first starting to work with a family to set expectations and boundaries
- 🔥 We commissioned Cambridge Council for Voluntary Services (CCVS) to undertake an **Operational Review** of the Project
- 🔥 As part of the review CCVS got input from **staff, families, schools and partner organisations** - surveying over 132 individuals, undertaking 14 interviews and holding 2 focus groups with key stakeholders
- 🔥 Trustees agreed some **significant changes to governance** as a result of the Operational Review including investigating applying for Charitable Incorporated Organisation status, and adopting the Charity Commissions CIO foundation model constitution
- 🔥 We ended the year by agreeing to **increase the effectiveness of the trustee board** by
 - reducing the size of the board
 - increasing the diversity of skills & experience on the trust board
 - getting trustees more engaged in areas such as fundraising and promotion
 - addressing the conflict of interest by moving heads to an advisory role as associates
 - having school staff decide if they were able to commit to the role of charity trustees now it had been more clearly explained and defined

What our families said about us this year

In order to monitor and improve our service we seek feedback from the children, parents and teachers, at the close of individual cases. A sample of the comments received are shown below.

In addition, as part of our operational review, conducted by an external organisation, schools, families and partner organisations were surveyed and interviewed by CCVS. A selection of their comments are also included below:

- ‘The Red Hen staff are very professional and encouraging, caring and supportive... changed my family life for the better and my boy is now a better pupil at school and at home’
- ‘I was not connecting with the school as I should be, this support has made me feel more connected.’
- ‘My child is now in secondary school and he is very excited about going to school we still have family meetings and play board games. A big thanks to Maria!!’
- ‘Red Hen act as a link between the official and the home environment, [family worker] gives you time and knows how to get things done’
- ‘The face to face help encouraged me to go to the coffee morning and that gave me the confidence to go to other things... I now go to slimming world and I’ve started doing a computer course that might help get me into future employment.’
- ‘Home school worker helped me a lot with information and practical experience regarding issues I faced with my daughter and discussing the possible solutions to the problems’
- ‘Helped me understand different techniques of behaviour management, and with emotional support’
- ‘Helped with complicated paperwork, communications with school. Very supportive with home visits.’
- ‘Helped with emotional problems and gave me tools to help me cope’
- ‘Just been a big help to myself and children when I was going through a break up with my children's father, was always willing to listen to me when I felt at a low point, and needed to speak to someone’
- ‘Maria our home worker has helped us so much to work towards sorting things out so that its given us the opportunity to be a family again’
- ‘We really valued the help with dealing with [my daughter's] anxiety and sleep problems. I feel more reassured and able to be assertive with the support I've had.’
- ‘[She] has made me see it in a different light and my thinking has changed with [my daughter]’
- ‘[My family worker] listened and gave me practical advice. Things are now 100% better.’
- ‘Helped by giving me ideas of ways to help make our family happy’
- ‘The coffee morning sets me up for the week I'd be lost without it. Everyone supports each other and it breaks the isolation. Everyone gets it here, you're not judged.’
- ‘The trips Red Hen puts on are just brilliant As a family we've never been on holiday and we wouldn't have done anything this summer’
- ‘My approach to parenting is a lot better because of the support and it is benefiting the whole family’

the children

- 🐓 'Home is safe and it makes me feel better'
- 🐓 '[My family worker] helped with my relationship with mum, mum is trusting me more.'
- 🐓 'I liked that she helped me to be on time at school. I am also happy that she gave me a chart and I get a reward at the end of the week. She also paid a bit of my bed money.' (Red Hen sourced a grant for a new bed)
- 🐓 '[My family worker] helped me learn to speak to people better'
- 🐓 'It was very helpful and I enjoyed the experience. I was happy when everything was sorted out.'
- 🐓 'She helped me a bit more like at school and home are getting better'

the schools

- 🐓 'Families are more confident to engage with opportunities and organisations which may have previously been outside their comfort zone'
- 🐓 'The children working with the Red Hen come on leaps and bounds they are a lot more settled'
- 🐓 'The standard of engagement is really high'
- 🐓 'Highly professional support'
- 🐓 'Red Hen are about removing barriers, helping people out'
- 🐓 'Without Red Hen we have a number of families who would be at breaking point'
- 🐓 '[Drop-in, courses and trips] are a great gateway and together with the cookery classes encourage peer support. They help normalise the situation for people.'
- 🐓 *Regarding our drop-in*, 'Families find it really helpful that they are able to keep in contact with the project for any advice they may need, which reduces the need for them to have to be referred back to the project for more intensive support'

and other partner organisations

- 🐓 'In the main families are more comfortable accessing Red Hen's independent services rather than more formal services...I am aware that Red Hen's intervention has stopped situations escalating thereby avoiding our involvement.' Early Help Team interviewee
- 🐓 'When it seemed the summer trips would be cancelled some of the families were distraught, I didn't realise how much it meant'
- 🐓 'The Red Hen Project is well known in the community and therefore is seen as a positive, non-judgmental easy to access source of support without the stigma or anxiety of working with statutory services'

Treasurer's report

We ended the year 2017/18 with a credit balance of £26,890

Budget 2018/19

Income	£105,739
Expenditure	(£117,569)

We set an in year deficit budget of (£11,380)

With the carry forward from 2017/18 we set an overall credit budget of **£15,510**

Performance

During the 2018/2019 we received £116,211 income, £10,472 more than budgeted for. Thank you to the generosity of the grants, donations and fundraising that we received, listed at the end of this report.

Our expenditure was £105,898, over £11,671 less than budgeted for thanks to our staff carefully monitoring and managing costs.

Lottery Funding

We were delighted to be told in March 2018 that we had been successful in our application to the Big Lottery for a Reaching Communities grant. The lottery would commit over £300,000 to support the Project's work over the following four years. This grant part-funds salaries, training, parenting groups and workshops, resources and general running of the project, and started in May 2018.

As part of the Lottery award we were allocated £15,000 of Building Capabilities funding. The lottery have recently recognised that community groups are often so busy doing their day-to-day work that they have little time or money left for their staff and trustees to learn new skills or focus on long-term goals. They are therefore including this extra element of funding to help organisations develop their skills, knowledge and confidence.

Our first step in allocating this funding was to commission Cambridge Council for Voluntary Services (CCVS) to undertake an independent operational review, which would then inform how we spent the remainder of the funding. This money was also used to fund a hand-over period between our previous and new Project managers. The review results were presented to us in January 2019 and remaining £9,398 will be spent in the next year.

Year End Position

We ended the year with a carry forward of £37,203.

Accounts for the Financial Year ended 31 March 2019 are available for inspection.

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CHARITY No: 1072190

Year ended : 31 March 2019

RECEIPTS AND PAYMENTS ACCOUNT	Notes	2019			Total Funds £	2018 Total Funds £
		Unrestricted Funds £	Restricted Funds £	Designated Funds £		
RECEIPTS						
Donations & Grants	1.	12,120	2,600	333	15,053	18,568
- <i>Magic show</i>		3,205	-	-	3,205	-
Lottery funding		-	74,207	-	74,207	36,909
- <i>Building capabilities</i>	2.	-	15,000	-	15,000	-
Interest received		10	-	-	10	15
Grants for individuals		-	480	-	480	650
Training income		-	-	-	-	1,512
School contributions	3.	-	-	8,256	8,256	18,729
Other income		-	-	-	-	285
		<u>15,335</u>	<u>92,287</u>	<u>8,589</u>	<u>116,211</u>	<u>76,668</u>
PAYMENTS						
Grants for individuals		-	480	135	615	670
Family summer trips		780	1,600	-	2,380	2,390
Fundraising costs - <i>Magic Show</i>		1,608	-	-	1,608	-
Insurance		-	716	-	716	702
IT, office equipment	4.	252	519	-	771	1,568
Miscellaneous	5.	-	50	-	50	111
Premises		725	775	-	1,500	1,200
Professional fees		-	500	-	500	566
- <i>Building capabilities</i>	2.	-	2,585	-	2,585	-
Resources & Promotion (inc Website and Advertising)		-	66	-	66	1,943
Salaries		10,776	68,616	8,256	87,648	86,577
- <i>Building capabilities</i>	2.	-	3,017	-	3,017	-
Stationery and postage		-	198	-	198	29
Clinical Supervision		-	390	-	390	665
Training :		-	-	-	-	1,680
- <i>Ollie</i>		140	-	-	140	320
Telephone - <i>Other</i>		-	544	-	544	375
Travel		250	850	-	1,100	1,200
Outreach workshops and groups	6.	-	2,070	-	2,070	1,208
		<u>14,531</u>	<u>82,976</u>	<u>8,391</u>	<u>105,898</u>	<u>101,205</u>
Building Capabilities - surplus in year		-	9,398	-	9,398	
Surplus/(deficit) for the year		804	(87)	198	915	
Total net surplus/(deficit) for the year		804	9,311	198	10,313	(24,537)
Accumulated reserves brought forward		40,893	(14,003)	-	26,890	51,427
Accumulated reserves carried forward		<u>41,697</u>	<u>(4,692)</u>	<u>198</u>	<u>37,203</u>	<u>26,890</u>

BALANCE SHEET

	2019 £	2018 £
Treasurer's account	16,914	6,687
Business account	20,243	20,203
Petty Cash	46	-
	<u>37,203</u>	<u>26,890</u>

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Notes

1. Donations and grants	2019			Total Funds £	2018 Total Funds £
	Unrestricted Funds £	Restricted Funds £	Designated Funds £		
ARM Ltd	500	-	-	500	750
Barnabus Oley Trust	-	1,600	-	1,600	1,600
Cambridge City Council	-	1,000	-	1,000	4,000
Cambridge Community Foundation	1,600	-	-	1,600	1,600
Cambridge United Charities	-	-	-	-	750
Cambridge News	-	-	-	-	1,000
Childrens Charity Week	1,000	-	-	1,000	-
Dragon Boat Festival	-	-	-	-	500
Jesus College	997	-	-	997	-
John Lewis - Community Matters	2,000	-	-	2,000	1,000
Masonic Charitable Trust	-	-	-	-	500
St Johns Innovation	3,271	-	-	3,271	-
Beth Shalom Reform Synagogue	500	-	-	500	500
Trinity College	-	-	-	-	2,000
Trinity Hall	-	-	333	333	-
Arbury Carnival Fundraising	2,252	-	-	2,252	2,669
Annoymous and less than £500	-	-	-	-	-
	<u>12,120</u>	<u>2,600</u>	<u>333</u>	<u>15,053</u>	<u>18,569</u>

2. Lottery Building Capabilities Grant

Income:			
Building capabilities		15,000	15,000
Expenditure:			
External Operational/Strengths review		2,585	2,585
Salary - new Project Lead		3,017	3,017
		<u>9,398</u>	<u>9,398</u>
Carried forward			

3. School Contributions

Last year's figures included 'pre-paid' contributions of £5,280 received in February 2018 which related to the Y.E. 5 April 2019

4. Office equipment

This includes the purchase of a new laptop and printer

5. Miscellaneous

Petty cash - sundries	37			37
Personnal alarms for family workers	13			13
	<u>50</u>	<u>-</u>	<u>-</u>	<u>50</u>

6. Outreach workshop and groups

Activites funded from CCF/ARM grant of £1,000, remainga taken from our lottery grant

Our structure, governance and management

The Red Hen Project is an unincorporated charity registered with the Charity Commission, registration number 1072190, and we are **governed** by a constitution (based on the Charity Commission’s Model Constitution) adopted in March 2017.

The **charitable objects** of the charity as set out in our Constitution are

-  to support children/families from five primary schools in North Cambridge
-  to support children/families with emotional and behavioural difficulties
-  to improve educational performance and to improve school attendance
-  to reduce the number of children/families with emotional and behavioural difficulties
-  to increase empowerment and participation with difficult to engage families
-  to improve social integration, access and participation in the community

Our trustees are representative of our community, our families and our schools, and meet six times a year. Trustees are re-elected annually at the AGM, unless they choose not to stand for re-election. Our quorum is half of our trustees. The day-to-day running is carried out by a committed team of staff led by the Project Lead, Sarah Crick.

Trustees	Chair	Lesley Ford	(co-opted)
	Vice Chair	Rev David Maher	(co-opted)
	Secretary	Sarah Merritt	(ex-officio)
	Treasurer	Tracey Miller	(co-opted)
		Tanya Barrett	(co-opted, stood down 7/2018)
		Ruth Bridges	(co-opted)
		Paul Connelly	(co-opted)
		Kirsty Cooke	(co-opted)
		Sophie Evans	(co-opted)
		Stacey Harper	(ex-officio)
		Ben Tull	(ex-officio)
		Angela Leach	(ex-officio, stood down 7/2018)
		Karen Martin	(ex-officio)
		John Cattermole	(ex-officio)
	Linda Morris	(co-opted)	
	Kevin Price	(co-opted)	
	Barbara Stoneman	(co-opted)	

Staff	Project Lead	Sarah Crick
	Family Workers	Christine O’Reilly & Maria David

Advisors	Auditor	Lisa King Burdett King Accountancy Limited, 8 The Hamiltons, Newmarket, CB8 0NF
	Bankers	Lloyds Bank 125 Chesterton Rd, Cambridge CB4 3AU

Looking forward

During 2019/20 we will continue to deliver the much-needed work in our community, including

- 🔥 **Supporting** children and their families in their own homes
- 🔥 **Working** with in close partnership with our five schools
- 🔥 **Collaborating** with other agencies, charities and partners
- 🔥 **Providing** assessable help through coffee morning drop-ins each week
- 🔥 **Delivering** workshops and courses and organising annual summer outings
- 🔥 **Helping** families to independence, with less reliance on statutory services

Also, we will develop the Project further by

- 🔥 **Implementing** the recommendations of the Operational Review
- 🔥 **Maximising** the benefits of our time as one of the Mayor's chosen charities
- 🔥 **Modernising** our technology and 'back-end' functions including accounting
- 🔥 **Professionalising** our management and governance
- 🔥 **Seeking** funding to secure our long-term financial sustainability
- 🔥 **Creating** new relationships and networks to further our mission
- 🔥 **Building** our volunteer and peer mentor programme
- 🔥 **Strengthening** our collaborations and partnerships in the community
- 🔥 **Creating** other workshops and support groups, e.g. cooking on a budget, wellbeing
- 🔥 **Increasing** our engagement with both our beneficiaries and supporters
- 🔥 **Expanding** our trustee skill-set and experience by attracting new trustees
- 🔥 **Improving** our governance through changes to our legal form

Our thanks

We would like to thank the many charitable trusts and individuals who have given generously over the past year. Our Big Lottery funding does not cover all our costs and we therefore count on your generosity in order to transform families' lives. Your belief in what we do, and financial support you provide is crucial. Your donations and grants have enabled us to deliver a professional and effective service helping those children and families most in need.

Thank you to the following for their support during 2018-19

 The Big Lottery 

ARM Ltd  Barnabus Oley Trust  Beth Shalom Reform Synagogue

Cambridge City Council Area Committee  Trinity College

Cambridge United Charities  Cambridgeshire Community Foundation

Cambridge Concert Orchestra  The Dragon Boat Festival

The Haymakers Pub Quiz  The Ickleton Hoofers

John Lewis - Community Matters  Masonic Charitable Trust

other individuals and groups including

Cambridge Pentacle Club, Jenny & the late Nigel Gawthrop, The Mayor's Office Church of the Good Shepherd Arbury & Fulbourn United Reformed Church congregations Teachers & Parents at Arbury, The Grove, Orchard Park, King's Hedges and Shirley Primary Schools, Miss Brenda Disbrey, Mr John Davenport, Mrs Anne Davenport & Rathmore Road Yoga Group, Cambridge Commons, Ms Sophie Atkinson, Mrs Julie Spence, Mrs Ginny Swepson & Trinity Hall, Mr Edward Wilford and Mr Tim Winchcomb

and our anonymous donors