

Company Registration No. 07797133 (England and Wales)

Charity No. 1150126

Spring North Ltd

Company Limited by Guarantee

Trustees' Report and Financial Statements

For the Year Ended 31 March 2024

CONTENTS

YEAR ENDED 31 MARCH 2024

	Page
Reference and administration details	1
Trustees' Annual Report	2
Independent Auditors' Report to the Trustees	11
Statement of Financial Activities	14
Balance sheet	15
Cash flow statement	16
Notes to the financial statements	17

CHARITY REFERENCE AND ADMINISTRATION DETAILS

YEAR ENDED 31 MARCH 2024

Registered Charity Name	Spring North Ltd
Charity Registration Number	1150126
Company Registration Number	07797133
Registered Office	1 Exchange Street Room 103 Blackburn Lancashire BB1 7JN
Auditor	MHA Chartered Accountants & Statutory Auditor Richard House 9 Winckley Square Preston PR1 3HP
Key Management Personnel	Mrs A Allen (Chief Officer)

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2024

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report and the audited accounts for the year ended 31 March 2024.

Spring North

The charity changed its name from Families Health and Well Being Consortium to Spring North in November 2019. The new name, logo, vision and values were launched in November 2019.

Structure, governance and management

The charity is a company limited by guarantee. It is managed by a board of experienced trustees which is responsible for ensuring the financial stability of the charity and providing advice on policy and resource management.

The company was incorporated on 4 October 2011 and was registered with the Charities Commission on 11 December 2012.

The trustees who served the company during the year were as follows:

N Adamson (resigned 27/09/2023)
A Barrass
L Baxter
C Bennett
S Cotton
D Edmundson (Chairperson)
I Gibbs
A Greenwood
A Leather (resigned 30/11/2023)
A Patel (appointed 12/07/2023)
S Swindley (Deputy Chairperson)
L Tapner

An invitation to join the Board is sent out with the AGM papers prior to the meeting. Nominations are received and voted on at the AGM by members.

As part of the induction and training programme, new Board members are required to:

- Meet the description outlined in the role of directors
- Comply with the process for election of directors
- Agree with the Code of Conduct
- Register any conflicts of interest and directors' interests
- Complete a skills audit to identify strengths and potential skills gaps

All of the above are outlined in the Spring North Directors Manual 2024. None of the trustees have any beneficial interest in the company.

Overall management of the charity is the responsibility of the trustees who are elected and co-opted under the terms of the Memorandum of Articles of Association. Day to day project activity is carried out by the Chief Officer of Spring North and staff.

The Board of Trustees have delegated responsibility to the sub-finance committee for recommending pay and remuneration and establishing benchmarks and parameters used to set pay scales and wage increases for key management personnel. Overall responsibility lies with the Board members.

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2024

Objectives and activities

Spring North is a member-based charity - comprising 190 independent VCFSE organisations from across Lancashire. Our aim is to support these organisations to provide wellbeing for all across the geography through collaboration and partnership working. We aim to do this by redesigning support and services to reflect the changing landscape of health and social care, addressing disadvantage, reducing inequalities and improving the resilience of local people. Through collaborations and innovation, we will achieve impact.

Our values

- Dynamic – Spring North is the driving force to improve health and wellbeing in our communities
- Caring – We support all our members and communities with care and consideration
- Influential – We are a voice within our communities that will change lives through commitment and passion
- Trusted – We are respected, recognized and accountable to our members and stakeholders

We have a strong track record of contract management & sub-contract delivery and the feedback from commissioners, funders and delivery partners has consistently been good over the 11 years of our formation.

Spring North has in place an agreed process for sub-contracting which allows for internal competition for delivery of work where appropriate - all members are signed up to these arrangements. Spring North provides a single point of contact for commissioners and ensures the following:

Integration

The collaborative approach to planning and delivery allows for integrated support to be rolled out across Lancashire and South Cumbria. Sub-contracted organisations report directly to Spring North using an agreed format - which are then consolidated into a single report for the funder.

Quality

All member organisations are required to evidence a quality kite-mark as a pre-requisite for membership. Quality of provision is monitored through regular meetings with our membership and the service users.

Compliance

Sub-contracted organisations are required to sign an agreement with Spring North outlining their obligations in terms of service delivery and financial monitoring. These are monitored on a quarterly basis.

Accountability

Systems and processes for reporting and monitoring are agreed with the sub-contracting organisation and Spring North. Accountability for the delivery of work lies within the delivery partnership but rests firmly with Spring North as the contract holder.

Performance

Agreed performance measures are outlined with funders at the outset of the contracts and monitored on a quarterly basis.

Efficiency

Through re-alignment of service provision, better collaboration and asset building, the Spring North model reduces duplication of services, ensures an end-to-end support service for the target groups and a person/family focused approach to roll-out.

Regular consultation with service users is an integral part of the work undertaken.

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2024

Who we are:

Spring North is a member based charitable company - established and incorporated as a company in October 2011 and registered as-a charity in December 2012 and renamed and relaunched in November 2019. The organisations that make up Spring North are drawn from the VCFSE across Lancashire and South Cumbria. The trustees (who are also the Board of Directors of the company) are elected annually by the membership and are nominated by the member organisations themselves. There is also a minimum of two independent non-executive directors, one of whom undertakes the role of Chair.

How do we meet our vision and values?

- Provide a structure to support partnership and multi-agency working across our members in order to deliver commissioned and grant funded services throughout Lancashire and the North West
- Ensure the provision of effective, quality-assured service delivery to individuals, families and communities, tendering for contracts and funding on behalf of members
- Manage contracts and tenders and monitor outputs and outcomes
- Provide a single point of contact for commissioners and funders
- Undertake both general and specific research to identify the needs of local communities and determine appropriate solutions
- Provide business support and training to member organisations that builds their capacity and increases their effectiveness to meet the needs of their beneficiaries
- Provide networking opportunities and regular meetings with, and for, members and other stakeholders to encourage collaboration and strategic working
- Share best practice and enable our members to provide innovative solutions to meet local need
- Facilitate communication between the member organisations and other stakeholders
- Gather and share data - pooling knowledge and expertise to build capacity in the sector, ensure resilience and reduce duplication of provision
- Provide regular opportunities for member organisations to engage with the broader agenda of Health and Wellbeing transformation

Why a consortium approach?

- To enable members to work together in order to apply for tenders and grants that require a range of skills and expertise not found within a single agency
- To create clusters of expertise and support for organisations to draw on, whether they offer a specialist or generalist service
- To develop synergy and added social value by working together - our services delivered across the whole spectrum of health and social care to all ages and backgrounds
- To provide a system for information sharing - access to research findings, safe systems and protocols to promote safeguarding and protect client confidentiality
- To be used as a vehicle for influence through the size and scope of its membership
- To reach a wide geography through our network of local member organisations - enabling us to provide service delivery across the whole of Lancashire and the North West, touching thousands of lives
- To offer diversity of service provision through members, giving greater scope for innovation
- To maximize the breadth of knowledge, skills and experience contained within the member organisations and their beneficiaries

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2024

Why a consortium approach? (continued)

- To afford opportunities to create efficiency savings through the provision of infrastructure support for all members e.g., payroll, HR, workforce development and to broker services.
- To facilitate cohesive service delivery and encourage more partnership funding bids
- To provide a platform for accountability and credibility through the provision of quality assured service delivery (through membership criteria and annual reviews)

What do we offer?

Spring North offers support to its member organisations to deliver - collaboratively - a range of interventions in order to improve emotional, mental and physical health across the life course and across communities.

Who do we support?

Ultimately the work of Spring North benefits children, families and adults of all ages in the local communities in Lancashire and the North West.

Through the take-up of both specialist and generalist services provided by members, we are engaging with vulnerable people, assessing their needs (especially physical and emotional health needs) and providing them, through our member organisations, with advice, guidance and support in accordance with these. Delivery of provision is taking place in some of the most deprived local communities with a focus on vulnerable residents within those communities including:

- The long-term unemployed
- Lone parents
- Carers and their families
- Victims of domestic violence
- People requiring long term care
- People with disabilities
- People with mental health needs
- The homeless
- Offenders and ex-offenders
- Young people, including those not in education, employment or training (NEET)
- Older people
- Minority ethnic groups
- People affected by substance misuse

The Board of Trustees have paid due regard to guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2024

Achievements and performance

This has been a year of growth for Spring North in terms of our membership which is now at 190 independent VCFSE organisations, in terms of staffing - the team has grown to 8 members and in terms of commissioning where the organisation has managed 18 contracts and sub- contracts to 56 members.

Our membership spans the whole geography of Lancashire and South Cumbria allowing us to roll out support services to a much broader population. This has in turn enabled us to develop groups of specialist interest including mental health, homelessness and an army of community champions providing information and support on a range of health issues.

The staffing team includes expertise in IT and marketing as well as training and business development – we now offer a comprehensive market place of support to our members, subsequently leading to a sustainable income stream to Spring North for these services. The development of bespoke databases for individual contract monitoring allows us to access real time data on the impact and outputs of our projects.

Our success rate in application of tenders to award has risen to 78% and we have greatly extended the diversity of funding sources including Local Authorities, NHS, ICB and LSCFT.

In terms of partnership working, Spring North is a leading member of the Lancashire and South Cumbria VCFSE Alliance and represents the sector on a number of ICB strategic groups. The organisation is well connected to our local statutory partners through (for example) the ICB Population Health Board, BwD Health and Well Being Board and the ICP Board

Despite the evidential success of the organisation within the last year, we do not remain complacent and continue to seek ways to improve our offer to members, to funders and most importantly to the populations we serve

During this financial year, Spring North has managed the following contracts:

1. Asthma Champions

Training developed and signed off by the Clinical Lead for the L&SC Asthma Care Bundle has been rolled out across our LSC Champions network to equip them to deliver key messages around support and self-management for CYP with asthma. Consequently, allowing us to create an informed community of voluntary organisations, community ambassadors, parents and families who understand, are better informed and able to manage their child's asthma at home, however, are able to recognise and escalate care swiftly when necessary.

Champions are expected to engage in:

Consultation: Active exchange of information with communities, where community members advice on planned interventions may be sought, e.g., consulting Community Champions on appropriate, innovative, and effective ways to engage and deliver key health messages to targeted communities.

Participation: Community Champions work and support broader and targeted communities to co-identify problems and implement solutions by empowering and supporting communities and structures to deliver change.

Community Empowerment: Community Champions consult widely with and involve communities in local health-related issues and use community structures for service provision, e.g., Community Champions liaise with community members and grassroots organisations to identify challenges and formulate their solutions to challenges, locally owned and feasible to achieve a more sustained and accessible solution for communities.

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2024

2. **Bee Yourself website**

Commission from Blackburn with Darwen Borough Council to develop an existing website for children and young people (aged 8-11) and their families, to ensure that they have access to a trusted digital/online resource that supports their individual and collective emotional health and wellbeing. Through the dedicated website, staff/professionals have a secure platform for sharing learning resources, policies and other documents related to health and wellbeing. Additional supporting work was carried out to fulfil the aimed by engaging with PHSE leads and schools, the School Nursing team, parents, children of KS2 age and other professionals working with children across BwD communities

3. **Blood Pressure Casefinding service**

Commission from Lancashire County Council to upskill community champions to take blood pressure checks and signpost individuals appropriately into local support based on their presenting needs.

Champions opportunistically identify adults over the age of 18 who have not previously been diagnosed with high blood pressure and promptly refer them to their GP following a free of charge blood pressure check (at point of contact) whilst ensuring easy access to the service through multiple forms of referral (including self-referral) engaging in a multitude of community outreach activities targeting hard to reach groups and those living in wards with multiple deprivation.

4. **BwD Multiply**

Commission from BwD Council to increase numeracy skills and qualifications across Blackburn with Darwen through innovative engagement sessions, workshops and courses with the opportunity for formal accredited qualifications to enhance the opportunities available to local people in gaining employment, supporting children/young people with homework, and also better use of numeracy in day to day finance and budgeting. Skills learnt can also support practically with routine activities such as baking or DIY etc.

5. **Community Champions**

Commission from Blackburn with Darwen Borough Council from May 2022 until March 2024, to upskill members of the local workforce and communities to share public health messages around Covid infection, household support, energy advice, health and wellbeing support and gambling advice, to aid families to recover safely following the Covid survive the cost of living crisis, and ensure families are staying happy, healthy and well.

6. **Holiday Activities & Food Fund – Blackburn with Darwen**

Commission from Blackburn with Darwen Borough Council to deliver to deliver a quality and action packed programme of holiday clubs, incorporating meaningful activities and food to engage children and young people from vulnerable families on Free school meals across the borough. This national funding not only engages CYP's, and promotes them to be active and healthy, but increases their social opportunities and overall wellbeing. Families benefit from an upskilled youth workforce who can support families with a range of signposting and advice help at the point of need.

7. **Holiday Activities & Food Fund – Preston**

Commission from Lancashire County Council to deliver to deliver a quality and action packed programme of holiday clubs, incorporating meaningful activities and food to engage children and young people from vulnerable families on Free school meals across Preston. This national funding not only engages CYP's, and promotes them to be active and healthy, but increases their social opportunities and overall wellbeing. Families benefit from an upskilled youth workforce who can support families with a range of signposting and advice help at the point of need.

8. **Healthy Thinking for Me**

Funding from the Community Foundation to increase universal advice and awareness raising of eating disorders and body positivity in an aim of reducing numbers of young people developing poor relationships with food and eating disorders, through group programmes and 1:1 counselling sessions.

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2024

9. Kickstart Gateway Provider

Funding from the Department for Work and pensions. Spring North facilitated apprenticeship funding and provided training support for the Kickstart scheme to several providers across Lancashire.

10. Healthy Child Programme

Subcontract from LSCFT (commissioned from BwD PH) April 2017 - March 2024. To provide support for families of children under 5, emotional health and wellbeing support for teenage young people and improving access to health services (including the Everybody Centre).

11. Parent Peer Support

Commission from LSC ICB to establish a parent / carer support group in each 'place' across the ICB. Each group being led by an experienced parent (User by experience) and qualified emotional health and wellbeing professional. The user by experience supported other parents and carers whose children / young person have any kind of emotional or mental health problem. These groups are particularly important for parents with young people in the risk support quadrant as the groups will be supported by CAMHS professionals and will therefore provide access to advice and support when young people are not actively engaged with CAMHS services and can help identify when circumstances change and a young person may be ready to access CAMHS support.

12. Peer Support workers

Commission from LSC ICB to support the County's Initial Response Service centre with a step-down EHWP support provided by 2 practitioners embedded and experienced with social prescribing and local knowledge and support to better support clients with impaired mental health continue with positive outcomes for themselves and their families. The team was locally embedded at The Mount in Accrington, and engaged with their clients through a targeted outreach model of delivery, with advocacy and support provided to access signposted support throughout.

13. Pennine Lancashire VCF Leadership Group

Funding from the ICB, April 2018 - March 2024. To provide the administrative duties to the VCFSE leadership group.

14. BwD YPF (*Blackburn with Darwen Young People's Foundation*)

This year saw Spring North commence the facilitation of a lead role transforming the former BwD Strategic Youth Alliance into a Young People's Foundation, creating a collaboration across local youth provision through a dedicated steering group of local stakeholders and commissioners, creation of a website and development of marketing and communication resources to initiate the creation of a new body that will provide a vehicle for shared resources and joint project work and tender submissions. This is in the hope of improving services for CYP across the borough and creating a joined-up offer to support our local families much better.

15. CYP MH ward support - pilots

Two separate commissions from LSC ICB to support ward clients on Children's mental health wards in Blackburn (12 months support), and Blackpool (6 months support) to support young people with a range of on-ward therapeutic support sessions in response to known or emerging needs to reduce anxiety, reduce crisis and conflict, develop coping strategies and time to talk through any worries. Outcomes to young people are increased engagement with ward-based counsellors, reduced anxiety and stress on the ward, identified negative thoughts, feelings, and behaviours, develop coping strategies for negative thoughts and behaviours, improved progress, reduced self-harming and suicide intent and reduced barriers to engaging with support on discharge.

16. Other project funding that was received in 2023-24 involved supporting professionals across the health, third and local government sector with training to upskill through mental health and clinical training, accredited courses around creating a Trauma informed workforce and providing NVQ's for support staff working with vulnerable members across our communities.

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2024

Financial review

During the year ended 31 March 2024 the charity received total incoming resources of £2,302,466. Costs of £1,831,718 were incurred in connection with the delivery of these projects and core administration, resulting in a surplus of £470,748.

Reserves policy

At 31 March 2024 the charity held total funds of £786,652, of which £701,715 were unrestricted in nature.

The Trustees originally set a policy of aiming to accumulate unrestricted funds which have not been designated for a specific use which are equivalent to six months' of core running expenditure. The trustees consider that reserves at this level would ensure that, irrespective of future funding they would be able to continue the charity's current activities and cover core salaries while consideration is given to ways in which additional funds may be raised.

Core running expenditure for the year ended 31 March 2024 amounted to £422,636 (total expenditure of £1,831,717, less payments to service providers of £1,399,035, less member training costs of £10,046). As at 31 March 2024 the level of free general reserves was £701,715 which is in excess of six months' of core running expenditure.

Risk management

The main risks facing Spring North include:

1. Risk - Changes to local and regional commissioning through re-design of health and social care through the Healthier Lancashire Integrated Care System.
Spring North response - The organisation has been involved via representation on the programme board and is well positioned to benefit from the investment in the VCF sector once the system transformation (and associated funding) has been approved.
2. Risk - Attracting new and additional funding
Spring North response – Business Development Manager has a key role in developing new partnerships to provide innovative project proposals for future investment.
3. Risk - Maintaining adequate funding to support the core costs of the organisation
Spring North response - Management costs are agreed for each funding application by the relevant partnership at the outset of the commission/tender/project and are maintained at an appropriate level to support costs for the lifetime of the project.
4. Risk - Loss of main contracts and associated reputational damage - against escalation of need and vulnerability in communities
Spring North Response - Sustainability strategy in place to secure future funding, engagement with key partners and transparency on delivery performance. System transformation plans with partners to improve community resilience.

The major risks to which the charity is exposed have been reviewed and adequate systems and procedures have been established to manage such risks.

Fundraising

We have considered the requirements of the Charities (Protection and Social Investment) Act 2016 regarding disclosures concerning fundraising and fundraising standards and confirm that these do not apply to the charity.

SPRING NORTH LTD

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2024

Plans for future periods

Spring North will continue to seek funding to deliver services across Lancashire and South Cumbria through contracts, tenders and grant funding. We will encourage new member organisations (both associate and full) and will deliver activity according to our objectives. We will provide support to those members through information sharing on good practice, training and learning opportunities. We will ensure that all delivery, support, advice and guidance provided by Spring North is underpinned by quality assured standards. We will work closely with stakeholders and commissioners to ensure future delivery of activities aligns with local and national strategy. We will seek to diversify income sources to ensure future sustainability.

We will work with other infra-structure organisations to map funding opportunities, design innovative services and deliver worthwhile interventions which will not duplicate current provision.

Trustees' responsibilities statement

The trustees (who are also the directors of Spring North for the purposes of company law) are responsible for preparing the Trustees' Annual 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. Under company law the trustees must not approve the financial statements unless they are satisfied that they 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 period.

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

- select suitable accounting policies and then apply them consistently,
- observe the methods and principles in the Charities SORP 2019 (FRS 102),
- make judgements and accounting 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

Auditor

MHA is deemed to be re-appointed under section 487(2) of the Companies Act 2006.

Signed by order of the trustees

.....
C Bennett
Trustee

Date:

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES

FOR THE YEAR ENDED 31 MARCH 2024

Opinion

We have audited the financial statements of Spring North Ltd (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 March 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 responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustee's 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.

SPRING NORTH LTD

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES

FOR THE YEAR ENDED 31 MARCH 2024

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in trustees' report.

Matters on which we are required to report by exception

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 directors' 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' exemption in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 10, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

SPRING NORTH LTD

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES

FOR THE YEAR ENDED 31 MARCH 2024

The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Obtaining an understanding of the legal and regulatory frameworks that the Charity operates in, focusing on those laws and regulations that have had a direct effect on the financial statements. The key laws and regulations we considered in this context relate to the Charities Act. In addition, we consider compliance with employee legislation, as fundamental to the Charity's operations;
- Discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;
- Auditing the risk of fraud in revenue, including through testing of income cut off at the period and through income transaction and proof in total testing, to provide comfort that revenue is completely stated in the financial statements; and
- Reviewing minutes of meetings of those charged with governance; and
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

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

**Nicola Mason MA(Cantab) FCA DChA (Senior Statutory Auditor)
For and on behalf of MHA, Statutory Auditor**

Richard House
Winckley Square
Preston
PR1 3HP

Date:

MHA is the trading name of MacIntyre Hudson LLP, a limited liability partnership in England and Wales (registered number OC312313)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31 MARCH 2024

	Note	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Income from:					
Charitable activities	3	2,155,967	132,664	2,288,631	1,641,629
Other income	4	13,835	-	13,835	23,171
Total income		2,169,802	132,664	2,302,466	1,664,800
Expenditure on:					
Charitable activities	5/6	1,783,960	47,758	1,831,718	1,599,373
Total expenditure		1,783,960	47,758	1,831,718	1,599,373
Net income/(expenditure)		385,841	84,907	470,748	65,427
Transfers between funds		-	-	-	-
Net movement in funds		385,841	84,907	470,748	65,427
Reconciliation of funds					
Fund brought forward at 1 April 2023		315,874	30	315,904	250,477
Funds carried forward at 31 March 2024		701,716	84,936	786,652	315,904

The Statement of Financial Activities includes all gains and losses in the year.

All of the above amounts relate to continuing activities.

BALANCE SHEET**AS AT 31 MARCH 2024**

		Unrestricted funds	Restricted funds	2024 Total funds	2023 Total funds
		£	£	£	£
	Note				
Current assets					
Debtors	9	743,633	-	743,633	360,457
Cash at bank and in hand		<u>73,295</u>	<u>84,936</u>	<u>158,231</u>	<u>220,424</u>
		816,928	84,936	901,864	580,881
Creditors: amounts falling due within one year	10	<u>(115,212)</u>	<u>-</u>	<u>(115,212)</u>	<u>(264,977)</u>
Net current assets		<u>701,716</u>	<u>84,936</u>	<u>786,652</u>	<u>315,904</u>
Total assets less current liabilities		<u>701,716</u>	<u>84,936</u>	<u>786,652</u>	<u>315,904</u>
Funds					
Designated funds	11	-	84,936	84,936	30
Unrestricted funds	11	<u>701,716</u>	<u>-</u>	<u>701,716</u>	<u>315,874</u>
Total funds		<u>701,716</u>	<u>84,936</u>	<u>786,652</u>	<u>315,904</u>

The notes on pages 17 to 27 form part of these accounts.

These accounts were approved by the Trustees on and signed on their behalf by:

.....
L Tapner
Trustee

Company Registration Number: 07797133

SPRING NORTH LTD

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2024

	2024 £	2023 £
Cash generated from operating activities	(62,193)	(88,952)
Cash provided by investing activities		
Investment income	-	-
	<hr/>	<hr/>
Increase/(decrease) in cash and cash equivalents in the year	(62,193)	(88,952)
Cash and cash equivalents at the beginning of the year	220,424	309,376
	<hr/>	<hr/>
Cash and cash equivalents at the end of the year	158,231	220,424
	<hr/> <hr/>	<hr/> <hr/>

Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	2023 £
Net movement in funds	470,748	65,427
Investment income	-	-
Decrease/(increase) in debtors	(383,176)	(173,118)
(Decrease)/increase in creditors	(149,765)	18,739
	<hr/>	<hr/>
	(62,193)	(88,952)
	<hr/> <hr/>	<hr/> <hr/>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

Legal form

The charity constitutes a limited company, limited by guarantee as defined by the Companies Act 2006, incorporated in England and Wales. The registered office is as stated on page 1.

Basis of accounting

The financial statements have been prepared in accordance with 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice. Spring North Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Preparation of the accounts on a going concern basis

Spring North has not been impacted by early termination of contracts, however a couple of contracts finished at the end of the financial year, which supported specifically the homeless population. However, management have been successful in securing additional funding to be able to maintain these services.

Whilst the funding landscape beyond 31 March 2024 is not yet certain, the Board are confident they will be able to maintain the existing level of income through the continuation of contracts and a positive success rate in funding applications.

The Trustees have performed a going concern review and are satisfied the charity has sufficient funds brought forward to cover core salaries and overheads for at least the twelve-month period following approval of the accounts. Therefore, at the time of approval of the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for at least the twelve-month period following approval of the accounts. Thus, they continue to adopt the going concern basis of accounting in preparing the financial statements.

Incoming resources

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item of income have been met, it is probable that the income will be received, and the amount can be measured reliably. The following specific policies are applied:

- Voluntary income is received by way of grants and donations and is included in full in the Statement of Financial Activities (SOFA) when receivable. Grants where entitlement is not conditional on the delivery of a specific performance by the charity are recognised when the charity becomes unconditionally entitled to the grant.
- Investment income is included when receivable.
- Contract income is recognised when the contractual obligations have been fulfilled. Where the contract is still in progress, income is recognised to the extent that it has been earned.

SPRING NORTH LTD

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies (continued)

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Resources expended and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure on charitable activities includes the costs of charitable activities undertaken directly to further the purposes of the charity and their associated support costs.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support the charity's activities. These costs have been allocated between expenditure on a basis consistent with the use of resources.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Operating leases

Rentals payable are charged on a time basis over the lease term.

2 Judgements and key sources of estimation uncertainty

There have been no significant judgements (apart from those involving estimates) made in the process of preparing the financial statements.

There have been no key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

SPRING NORTH LTD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

3 Incoming resources from charitable activities

	Unrestricted funds	Restricted funds	2024 Total funds	2023 Total funds
	£	£	£	£
Income for delivery of services				
Blackburn with Darwen Borough Council:				
BeeYourself Website	10,000	-	10,000	10,000
BwD Multiply Project	-	25,360	25,360	74,860
BwD YPF	30,000	-	30,000	-
Community Champions	39,750	-	39,750	44,000
Holiday Activities Fund	-	-	-	17,050
Se Fund:				
Workforce MH Training	-	-	-	46,300
Lancashire Country Council:				
Holiday Activities Fund	587,619	-	587,619	572,060
IRS Peer Support workers	56,300	-	56,300	48,761
Lancashire South Cumbria NHS Foundation Trust:				
Healthy Child Programme	88,318	-	88,318	88,318
IRS Peer Support workers	15,116	-	15,116	51,072
Community Foundation:				
Healthy Thinking for Me	-	40,120	40,120	40,120
NHS:				
MH ward – BwD	-	-	-	124,063
NHS:				
MH ward - BFW	-	-	-	36,747
NHS West Lancashire CCH (02G):				
Parent Peer Support	-	-	-	37,000
Health Education England:				
Development of the mental health clinical support workforce.	-	-	-	19,225

SPRING NORTH LTD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

3 Incoming resources from charitable activities (Continued)

	Unrestricted funds	Restricted funds	2024 Total funds	2023 Total funds
	£	£	£	£
Income for delivery of services				
DWP Resource Management:				
Kickstart	-	5,604	5,604	84,418
YPF Trust:				
LYP Capacity building project - Spring North	-	-	-	10,000
NHS Lancashire and South Cumbria ICB (QE1):				
Asthma Champions	90,000	-	90,000	
B2H	157,500	-	157,500	
Covid & Flu Project	81,870	-	81,870	
Diabetes Casework	120,683	-	120,683	
Early Years Intervention	88,000	-	88,000	
MH Ward support - paediatric	238,000	-	238,000	
HEE	35,975	-	35,975	
ASD support service	116,667	-	116,667	
MH Ward Support	70,000	-	70,000	
VCFSE Sector Commissioning	75,000	-	75,000	
Support Service				
HMO In-reach	-	-	-	7,035
Action for ASD	41,217	-	41,217	
Management fee for core services	213,952	61,580	275,532	330,600
	2,155,967	132,664	2,288,631	1,641,629

Included within income from charitable activities is unrestricted income of £2,155,967 (2023: £1,417,071) and restricted income of £132,664 (2023: £224,558).

4 Other income

	Unrestricted funds	Restricted funds	2024 Total funds	2023 Total funds
	£	£	£	£
Miscellaneous Income	-	-	-	1,576
Service Income	13,835	-	13,835	21,595
	13,835	-	13,835	23,171

SPRING NORTH LTD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

Included within other income is unrestricted income of £13,835 (2023: £23,171) and restricted income of £nil (2023: £nil).

5 Costs of charitable activities

	Activities directly undertaken (note 6) £	Support and governance costs (note 6) £	2024 Total funds £	2023 Total funds £
ARFID	-	-	-	14,000
ASD Support service	62,000	-	62,000	-
Asthma Champions	51,010	-	51,010	-
B2H	138,257	-	138,257	-
BeeYourself Website	100	11,868	11,968	34,996
BP Engagement	44,870	-	44,870	55,636
BwD Multiply Project	29,977	-	29,977	79,860
BwD YPF	1,446	902	2,348	-
CAF	6,000	-	6,000	-
Community Champions	8,500	-	8,500	54,700
Covid & Flu Project	24,740	-	24,740	-
Diabetes Casework	65,584	-	65,584	-
ED Interventions	-	-	-	274
Genetics Project	-	992	992	-
HAF	19,854	2,960	22,815	63,282
Holiday Activities Fund - Preston	577,552	2,485	580,038	630,451
Healthy Child Programme	124,637	-	124,637	95,477
Healthy Thinking for Me	17,780	-	17,780	47,200
HEE	35,006	150	35,156	65,500
HMO In-reach	-	-	-	8,744
IRS Wellbeing Coordinators	21,800	-	21,800	53,553
Kickstart	-	-	-	97,468
MH ward - BFW	-	10,472	10,472	47,094
MH ward - BwD	-	-	-	174,976
MH Ward support - paediatric	195,238	-	195,238	-
Pause 4 Thought (P4T)	-	-	-	4,125
Parent Peer Support	-	-	-	39,000
PL Leaders Board	-	5,000	5,000	-
Rapid Rehousing	-	-	-	10,500
Spring North HUB	-	57,923	57,923	48,899
Workforce MH Training	314,614	-	314,614	71,985
-	-	-	-	-
	1,738,968	92,753	1,831,718	1,599,373

Total expenditure includes £1,783,960 of unrestricted expenditure and £47,758 of restricted expenditure.

SPRING NORTH LTD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

5 Costs of charitable activities (continued)

Prior year costs of charitable activities

	Activities directly undertaken (note 6)	Support and governance costs (note 6)	2023 Total funds	2022 Total funds
	£	£	£	£
Genetics Project	-	-	-	6,620
ARFID	-	14,000	14,000	-
Bee Yourself Website	-	34,996	34,996	-
BwD Multiply Project	74,860	5,000	79,860	-
Holiday Activities & Food Fund	26,332	36,950	63,282	116,428
Holiday Activities & Food Fund Preston	581,201	49,250	630,451	504,555
Healthy Child Programme	88,317	7,160	95,477	95,477
Perinatal Mental Health Support	-	-	-	10,000
VCFS Leadership Network	-	-	-	5,000
Rapid Rehousing	7,000	3,500	10,500	82,687
Community Ambassadors	-	-	-	99,907
Feeding Future Generations	-	-	-	6,699
Active Through Football	-	-	-	2,500
Stop Loan Sharks	-	-	-	6,296
BAGS	-	-	-	4,298
Healthy Thinking for Me	40,120	7,080	47,200	-
Community Champions	42,700	12,000	54,700	60,000
ED Interventions	(274)	-	(274)	42,476
HEE	18,750	46,750	65,500	-
HMO In Reach	7,029	1,715	8,744	26,250
Homeless Link	-	-	-	18,017
IRS Wellbeing Coordinators	51,000	2,553	53,553	-
Kickstart	84,388	13,080	97,468	215,003
MH ward – BFW	36,658	10,436	47,094	-
MH ward – BwD	110,850	64,126	174,976	-
P4T	4,125	-	4,125	43,750
Recovery Volunteering	-	-	-	38,686
RI Champions	-	-	-	165,052
Parent Peer Support	36,000	3,000	39,000	-
BP Engagement	48,836	6,800	55,636	4,438
Spring North Hub	-	(48,899)	(48,899)	6,359
Workforce MH Training	45,087	26,897	71,985	-
	1,302,979	296,394	1,599,373	1,560,498

SPRING NORTH LTD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

6 Costs of charitable activities analysed by nature

	2024 Direct costs £	2024 Support costs £	2023 Direct costs £	2023 Support costs £
Staff costs	-	317,937	-	257,406
Payments to service providers	1,399,035	-	1,287,985	-
Travel and subsistence	-	2,569	-	1,588
Grants to institutions	-	-	-	-
Activities and spot purchasing	9,377	-	8,359	-
Training	10,046	-	500	-
Meeting costs	-	2,851	-	2,187
Marketing	-	21,326	-	13,231
Consultancy fees	-	-	-	1,534
Stationery and consumables	-	160	-	-
Telephone	-	728	-	808
Accommodation	-	11,305	-	10,440
Insurance	-	2,965	-	3,224
IT Support	-	25,241	-	11,373
Bank charges	-	235	-	238
Bad debts	-	16,464	-	-
Light and Heating Costs	-	-	-	-
Professional fees, finance support & payroll	-	-	-	-
Governance costs – audit and accounts fee	-	11,478	-	500
	1,418,458	413,259	1,296,844	302,529

During the year ended 31 March 2024, Nil members were awarded small grants (2023: £nil).

7 Net (incoming)/outgoing resources

Net resources are stated after charging/(crediting):

	2024 £	2023 £
Independent auditors' remuneration:		
- Audit fee (exclusive of VAT)	4,875	4,500
- Other services (exclusive of VAT)	1,100	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

8 Analysis of staff costs, trustee remuneration and expenses and the cost of key management personnel

	2024	2023
	£	£
Total staff costs were as follows:		
Wages and salaries	288,634	235,858
Social security costs	21,860	17,171
Pension costs	7,443	4,378
	317,937	257,407
	317,937	257,407

Particulars of employees:

The average number of employees during the year was as follows:

	2024	2023
	No	No
Management	4	2
Information and administration	6	6
	10	8
	10	8

No employees received emoluments of more than £60,000 during the year (2023: £60,000). None of the trustees received any remuneration during the current or previous year. No travel or related expenses were reimbursed to trustees during the year (2023: £nil).

The employee benefits paid to key management personnel including employer's NI and employer's pension contributions during the year was £62,023 (2023: £53,647).

9 Debtors

	2024	2023
	£	£
Other debtors	741,408	358,605
Prepayments	2,225	1,852
	743,633	360,457
	743,633	360,457

SPRING NORTH LTD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

10 Creditors: Amounts falling due within one year

	2024 £	2023 £
Accruals and deferred income	113,403	264,927
Taxation and other social security	-	-
Other creditors	<u>1,809</u>	<u>50</u>
	<u>115,212</u>	<u>264,977</u>

Included within creditors falling due within one year is deferred income of £23,333 (2023: £191,058) relating to ASD project work.

11 Fund movement

	Brought forward at 1 April 2023 £	Incoming resources £	Outgoing resources £	Transfers £	Carried forward at 31 March 2024 £
Unrestricted general funds	<u>315,874</u>	<u>2,169,802</u>	<u>(1,783,960)</u>	<u>-</u>	<u>701,716</u>
Designated funds					
Small grants	-	-	-	-	-
	-	-	-	-	-
Total unrestricted funds	<u>315,874</u>	<u>2,169,802</u>	<u>(1,783,960)</u>	<u>-</u>	<u>701,716</u>
Restricted general funds					
BwD Multiply Project	-	79,860	(29,977)	-	49,883
Healthy Thinking for Me	-	47,200	(7,780)	-	39,420
Kickstart	30	5,604	-	-	5,634
Total restricted funds	<u>30</u>	<u>132,664</u>	<u>(47,757)</u>	<u>-</u>	<u>84,936</u>
Total funds	<u>315,904</u>	<u>2,302,466</u>	<u>(1,831,718)</u>	<u>-</u>	<u>786,652</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

11 Fund movement (continued)

Prior year fund movement

	<i>Brought forward at 1 April 2022</i>	<i>Incoming resources</i>	<i>Outgoing resources</i>	<i>Transfers</i>	<i>Carried forward at 31 March 2023</i>
	£	£	£	£	£
Unrestricted general funds	250,477	1,440,242	(1,374,845)	-	315,874
Designated funds					
<i>Small grants</i>	-	-	-	-	-
	-	-	-	-	-
Total unrestricted funds	250,477	1,440,242	(1,374,845)	-	315,874
Restricted general funds					
<i>BwD Multiply Project</i>	-	79,860	(80)	-	-
<i>Healthy Thinking for Me</i>	-	47,200	(47,200)	-	-
<i>Kickstart</i>	-	97,498	(97,468)	-	30
Total restricted funds	-	224,558	(225,528)	-	30
Total funds	250,477	1,664,800	(1,599,373)	-	315,904

12 Financial instruments

	2024	2023
	£	£
Carrying amount of financial assets		
Debt instruments measured at amortised cost	741,408	358,605
Carrying amount of financial liabilities		
Measured at amortised cost	-	-

SPRING NORTH LTD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

13 Operating lease commitments

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

	2024 £	2023 £
Within one year	850	850
Within two to five years	-	-
Over five years	-	-
	<hr/>	<hr/>
	850	850
	<hr/>	<hr/>

14 Related party transactions

Representatives, either Senior Employees or Trustees, from some of the member charities sit on the Board of Spring North Ltd. The member organisations are eligible to sub-contract and commission work from the consortium. These services are performed under formal contracts which are commissioned as part of an independent tendering process, in which the relevant individuals are not involved in discussions regarding their own organisations. During the year commissioning costs of £1,366,921 (2023: £1,310,561) were paid to the members of the consortium.

15 Company limited by guarantee

The charity is a company limited by guarantee. In the event of the charity being wound up or dissolved, each member undertakes to contribute such amount as is required, not exceeding £10, for payment of any debts or liabilities.