



SPRING

COMMUNITY HUB

ANNUAL REPORT 2023

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WELCOME FROM THE FOUNDER AND CHIEF EXECUTIVE OFFICER OF SPRING COMMUNITY HUB

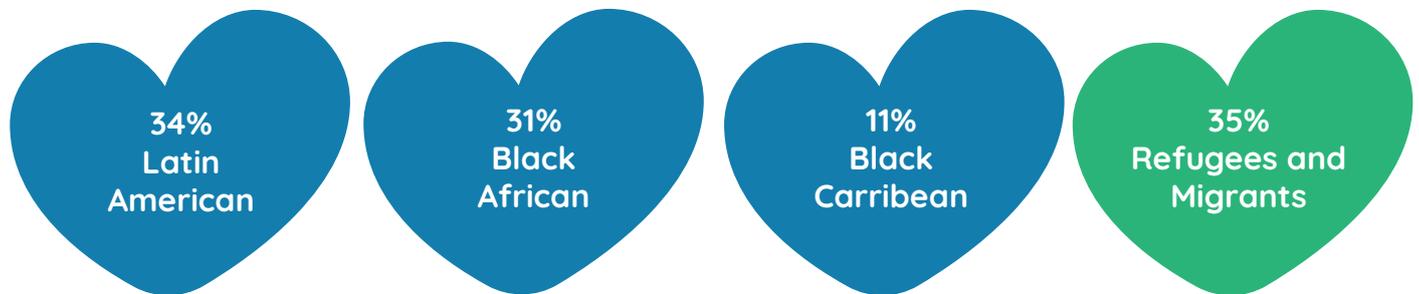
Spring Community Hub exists to ensure that no one in our Southwark community goes hungry. But we don't just provide food: we work alongside people to help them escape poverty, build confidence, and find community. See Section Our Approach (p3).

Our principal activity is the prevention of food poverty and food insecurity by offering culturally appropriate food, fresh fruits, and vegetables as well as dietary and religiously appropriate food which we have continued to run at our five-week sessions to local people for as long as they address the underlying cause.

We also provide a range of wraparound support, including advice services, particularly around employment and immigration through our Back2Work Team, Holiday Clubs for Children, Youth Groups, a Clothing Bank and our Spring Up Women's group.

Around 76% of our guests are from BAME groups and around 35% are refugees and migrants, many with no recourse to public funds. Groups strongly represented are people from Latin America 34%, Black African 31%, and Black Caribbean ethnicities 11%.

Spring Community Hub would not have been able to support local individuals, families, and their children without the support of partners and the huge impact that their support has made.



The ongoing rise in the cost of living has continued to pose a daunting challenge for individuals struggling to meet their essential needs such as food and energy. For many of our guests who were already navigating financial challenges, the continual increase in energy and food bill during 2022/23 has magnified the pressure on their family finances.

As we continue to see the demand for our services increase, and we are continuing to explore sustainable and holistic ways of supporting our guests by expanding partnerships and the range of wraparound services we can offer.

We are excited to be able to assist our client group to move from the situation that brought them to Spring Community Hub to be able to support themselves.

We are also humbled by the support that our partners have enabled Spring Community Hub to receive in the community of Southwark and we look forward to exploring the way forward with them.

Felicia Boshorin, Founder and Chief Executive Officer of Spring Community Hub



TRUSTEES' ANNUAL REPORT AND INDEPENDENT EXAMINED FINANCIAL ACCOUNT FOR YEAR ENDING 31st MARCH 23

OPENING STATEMENT

We are pleased to present Spring Community Hub's Trustees Annual Report for 2022/23.

The Charity Commission entered the organisation into the Register of Charities with the Registered Charity Number: 1172789.

The Financial Statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Over the course of the financial year, we have continued to see the impact that the Cost of Living crisis has had on our guests and communities, in navigating the impact and ongoing pressures on finances and health and wellbeing.

Our strategic priorities have been in developing our services and in equipping our team and volunteers so we can better serve and help our guests to navigate these challenges and better strengthen the organisation.

We acknowledge that there continues to be a demand for our services and that resources continue to decrease and we are grateful to the board of trustees for their continued commitment, contributions and leadership.

The board continues in its governance role and will continue to support the organisation in carrying out its strategic aims, We are also pleased to share that the addition of a new trustee to the board has enabled us to further increase our diversity, range of skills, experience and knowledge.

On behalf of all the Trustees and the Senior Leadership Team, our thanks go out to our staff and volunteers who are passionate about making a difference in the lives of those who our service supports.

We are also very grateful to all those guests who have shared their stories, journeys and sometimes very difficult challenges which have helped us to co-produce our services.

We hope that this report demonstrates to our funders and donors how we have used the generous resources that you have entrusted us with to respond to both the aftermath of the pandemic and the cost-of-living crisis but also to continue to drive forward long-term sustainable change in the lives of our guests with other partners in the community.



OUR APPROACH

Established in 2017 We believe that food is a human right. Spring Community Hub exists to make sure no one in our community goes hungry. But we don't just provide food, we work alongside people to help them escape food poverty, build confidence and find community.

OUR VISION

MISSION STATEMENT

The mission of SCH is that through a 'Community Hub' and full activity programme, local people in or at risk of crisis will be supported along their journey to move on and achieve full social, economic and emotional independence to live healthy lives in a community which supports each other.

VALUES

These are our Principles, ideals, and characteristics that define the culture, standards and aspirations of the organisation.

- An organisation that is driven by people with integrity and commitment to the cause
- We believe in leadership, development, growth, and continual learning
- Ensuring fairness, equity and equality
- Creating a place of respect, kindness and dignity for all
- A healthy environment where people have fun and can be creative



STRUCTURE, GOVERNANCE AND MANAGEMENT

Spring Community Hub is a Registered Charity: 1172789

Appointment of Charity Trustees

Every Trustee must be appointed by a resolution passed at a properly convened meeting of the Charity Trustees. All future trustees will be appointed for a one-year term.

In selecting individuals for appointment as Charity Trustees, the Charity Trustees must have regard for the skills, knowledge and experience needed for the effective administration of the CIO.

The term of office for Trustees is initially three years, with the possibility of ongoing renewal. In appointing new Trustees, attention is paid to the need to have a balance of representation and diversity, including gender, age, ethnicity, disability, and sexuality.

The Trustee Board meets a minimum of four times in each financial year. We are extremely proud of the progress we have made during the last year to expand and diversify the composition of the board.

As set out in the Articles of Association, all Trustees and designated officers, including the Chair, are appointed at the AGM.

Functions of the Board

The Board of Trustees fulfils the following functions:

- To have control of the Charity and its property and funds
- To have responsibility for the Charity's overall governance and strategic direction
- To develop the aims, objectives and organisational goals in accordance with the legal and regulatory framework of the sector and in line with the Charity's governing document, continually striving for best practices in governance
- To uphold the fiduciary duty invested in the position, undertaking such duties in a way that adds to public confidence and trust
- To interview, appoint and monitor the work and activities of senior paid staff

All members of the Board of Trustees are required to sign a Code of Conduct Declaration and Register of Interest.



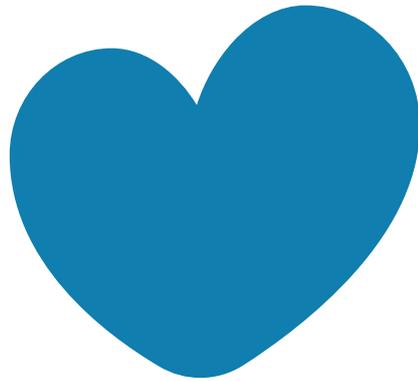
Main Responsibilities of the Board

- Managing organisational performance and risk – developing and reviewing the organisation’s strategy, objectives, performance, statutory compliance and risk, continuously, ensuring the measurement of our impact
- Leadership and strategy – leading the development of the organisation’s vision, mission, values and strategic direction
- Strategic planning and implementation – agreeing on coherent, strategic plans and timetables, monitoring performance and reviewing outcomes and impact
- Communication – promoting the work of the organisation to a variety of external partners, stakeholders and audiences
- Equality and diversity – championing equality and diversity in everything that the organisation does, particularly in the context of making people matter and working with some of the most disadvantaged people in society
- Safeguarding – monitoring the organisation’s conduct to ensure that safeguarding standards are maintained

Induction and Training of New Trustees and Development of existing Trustees

New Trustees receive access to our online induction documents containing the following:

- Declaration to act as a Trustee
- Terms of Reference
- Code of Conduct
- Equal Opportunities monitoring form
- Declaration of Interest form
- Skills and Knowledge Audit
- Charity Commission CC3 document.
- Responsibilities of Trustees
- Memorandum and Articles of Association
- Annual Report and Accounts
- Information regarding Trustee Board meetings
- Organisational Structure



We also support the ongoing development of Trustees through regular meetings and upskilling/ Mentoring sessions, access to an online training library/ resources, and in-person sessions and other Resources/ Literature, Training and Events.

Related Parties

All interests are required to be declared and signed in the Trustee’s Declaration of Interests Pro-forma as required under the Charity’s Articles of Association and Conflict of Interests Policy.

A conflict-of-interest register is kept and updated annually or when appropriate. In addition, all Trustees are required to declare any interest pertinent to the agenda at all Board Meetings.

Organisational Structure

The Board of Trustees administers the Charity. In so doing, it meets quarterly, with committees reporting to it: The committees have the authority to form tasks and finish groups and subgroups in furtherance of its work.

There is a Chief Executive Officer (CEO) who reports to the Trustees and oversees the Charity’s day-to-day operations.

To facilitate effective operations, the CEO has delegated authority, within terms of delegation

approved by the Board, for operational matters including finance, employment and performance-related activities within the core services.

The Board of Trustees has oversight of financial matters through reports to each meeting. The Board of Trustees may amend these powers from time to time.

The CEO is supported by an **Operations Manager**, a **Service Manager** and **Young People's Programme Manager**, with **Project Coordinators** taking operational responsibility for the successful delivery of the Charity's various projects and services.

We work with Connect Supply which is an outsourced service provider for charities, churches and businesses that provide support with our social media, bookkeeping and accounts, and work in partnership with the Treasurer and Finance Trustee.

During the year the Charity has employed an average of **12 members of staff**.

As Trustees we are committed to transparency in our work and include staff in our decisions and as such we operate an 'open door' policy where staff are encouraged to ask questions about our activities, strategy, performance and current initiatives.

We have 4 Away Days per year which provide an opportunity for Trustees/Staff/Volunteers to share information and for strategic discussion, communication and development. We continuously interact and communicate with staff through committees, meetings, working groups and day-to-day management.

We also convey information regularly via internal publication of our meeting papers, minutes and actions.

The charity is fortunate to have a number of committed and inspirational volunteers. **Over the course of 2022/23, we have had the support of 80 volunteers.** The skills and knowledge of our volunteers are a huge asset to the charity, and we have over the recent past used their experience to develop our volunteer management programme to make it as impactful as possible.



POLICIES AND PROCEDURES

The conduct of the Charity and our range of activities are guided by a comprehensive set of policies and procedures to ensure that its governance, financial management, security, management and operation are in keeping with best practices.

All staff are aware of their responsibilities in relation to these policies, together with the expectation that they adhere to them in their day-to-day work.

All policies and procedures are reviewed by the Board of Trustees on an annual basis unless legislative change dictates otherwise, or in the event of an incident that gives rise to a need for a review of the provisions, interpretation and implementation of a policy.

Safeguarding

As a Charity working with vulnerable people of all ages, we take our responsibilities concerning safeguarding very seriously. This includes having well-established systems and processes to ensure that the safety and interests of those concerned are always protected. These include, but are not limited to, a Child Protection and Safeguarding Policy and a Safeguarding Adults at Risk Policy.

All Trustees, Staff and Volunteers undergo the appropriate level of Disclosure and Barring Scheme checks upon appointment. All Trustees, staff and volunteers undergo comprehensive safeguarding training on an annual basis and are aware of the various forms of abuse that might occur and how these might manifest themselves, as well as the procedures to be adopted where these are suspected.

Policies set out clear systems for reporting suspected /actual cases of abuse, and their investigation and reporting in an appropriate manner.

Risk Management

The Trustees believe that they have identified the major risks to which the charity is exposed and how these risks can be mitigated. A robust risk management process has supported this.

The process identifies the types of risks the Charity faces, prioritises them in terms of likelihood of occurrence and potential impact, identifies the means of managing these risks and monitors how they are managed.

The risk register is reviewed quarterly, with relevant exemption reports presented to the Board.

Trustees review the adequacy of protection against these risks and, where this appears insufficient, put in place appropriate procedures to mitigate them.

The biggest risk for the Charity continues to be our over-reliance on short-term and limited funding at a time when the demand for our services grows. Therefore, an important strand of the Board's strategy is to continue to demonstrate the Charity's ability to provide added value as an organisation and to apply for multi-year funding and more unrestricted funding whilst simultaneously demonstrating excellent outcomes and impact.

At the same time, the organisation looks to expand its income streams and look for new sources of growth, such as through the delivery of our Spring Kitchen as a Commercial Service.

We remain in the temporary accommodation which was kindly given to us by UAL. We hope to move to our permanent home sometime shortly.

Public Benefit

The Board of Trustees has considered the relevant guidance as required by the Charities Act 2011, and the Charity Commission for England and Wales, and is satisfied that the organisation provides considerable public benefit, as demonstrated in this report. We have referred to the guidance when reviewing our purpose and mission and in planning future activities.

In particular, consideration is given to how planned future activities will contribute to the delivery of public benefit. Thus, development activities and proposals for funding applications are presented to Trustees for approval based on their ability to meet this requirement. In making their decisions, Trustees assure themselves that all proposals target members of the community who are experiencing social exclusion based on one or more of the factors identified or are at risk of doing so.

Trustees also ensure that the outcomes of the Charity's work and the public benefits that come from it can be evidenced through both qualitative, as well as quantitative research methodologies. Trustees also are assured that no potential barriers to participation by the target groups exist and that issues of equality and diversity have been adhered to.



OBJECTIVES AND AIMS

Main Aims:

Spring Community Hub is dedicated to achieving its aims, which are twofold:-

People living in the community experiencing or at risk of high levels of poverty and deprivation will:-

- Be relieved of hunger and poverty,
- Gain social inclusion
- Acquire new skills and experience to progress them along their life and employment pathways,
- Work towards living independently in the community with adequate financial means.

people living in the community generally will:-

- Access opportunities for community engagement, training, and support,
- Gain the skills and confidence to improve their lives
- Continually improve their physical, mental, emotional, and financial health
- Gain fulfilling employment leading to independent lives
- Engage socially with local communities, gaining integration and developing social networks
- Participate in the 'Big Society' by supporting their peers in the community

Overall, we will improve social inclusion and ultimately reduce financial and emotional strain upon our client group before they experience such adverse issues.

STRATEGIC OBJECTIVES & ACHIEVEMENTS

Objectives: Overall / General: will achieve our aims by: -

- Feeding people in crisis to affect short term support
- Developing responsive services either via Spring Community Hub or delivered in partnership to identify and meet needs being experienced in the community
- Providing training to staff, volunteers, and service users to enhance their capacity for personal development and / or employment viability
- Uniting each area of our work to further enhance teamwork and to build capacity to achieve our aims and objectives
- Providing practical and emotional support to people who find themselves in crisis situation where they are unable to afford to live often manifesting in not being able to feed themselves or their families
- Developing capacity and skills of volunteers and members of the community so they are equipped to identify and meet their own needs to participate in the wider society
- Working in close collaboration with community partners to achieve a clearly defined approach to achieving our aims and objectives

Immediate and mid-term: We will further our objectives by -

- Working with frontline agencies to seek appropriate referrals of people who require food provision and providing support to these people with solutions that deliver a positive outcome
- Providing information, advice and guidance through professionals and agencies such as the Citizens Advice Bureau (CAB) and 'Advising London'
- Building relationships within the community leading to opportunities to engage children and young people during school holidays ensuring they have a cooked meal during this time period, and that they are kept safe whilst making constructive use of their free time
- Equipping our beneficiaries with skills to move forward from food poverty via access to courses and training such as Healthy Cooking and Budgeting workshops

Achievements

Among the many achievements of SCH, the following are key examples: -

Financial sustainability of the charity, we have continued to grow our income through grant funding, community donations and income generation. We have increased turnover from £493,211(2022) to £573,205 (2023).

Through numerous Cost of Living funding we have been able to support local people experiencing the challenges during this time and have seen an increase in those who are working requiring support from the service.

We have continued to expand our service beyond Southwark as we received our first funding to run our Holiday Clubs provision in Havering during Summer 2023. We also received funding to deliver 2 Holiday Clubs for Parents who were working. And could drop their children and experience challenges, and would run from 8 am - 6 pm.

We took on our last cohort of team members via the kickstart scheme who continued to support our operations and service delivery across our projects. (From March 2022 - September 2022).

Our Back2Work programme continued to run and supported over 100 clients. We supported individuals in the areas of Employment, CV, Benefits, Immigration, Mental Health, well-being and other areas of need. We worked with specialist volunteers to deliver this support to our guests. We worked with more guests in person and delivered a range of workshops and provision to support guests in navigating the Cost of Living crisis.

We continued to run our NRPF & Migrant Drop-In Sessions online and in person and rebranded to include more provision and topics. Sessions also included Domestic Violence Awareness, Parenting Course, Self Defence, Self Confidence and Assertiveness, Personal Development, Digital Skills, and Sewing for Beginners and Intermediate levels and more.

As members of Citizen's UK we partnered with South London Listening to host an Embedded Mental Health worker at our premises, providing support with Well-being for local people, our staff, and volunteers.

We have been able to expand our team to support the delivery of our scaled-up service. We have increased from 7 to 12 paid staff covering a range of roles, including being able to offer a permanent paid role to a member of the team who had joined us as part of the Kickstart Team.

CO-PRODUCTION, LEADERSHIP & DEVELOPMENT

We continue to work with our guests and partners to co-produce and develop the service and identify solutions to the challenges faced by our community.

Co-production, Growth and development have continued to be at the heart of our approach, by giving equal sharing of power, agency and decision-making with all those affected by a project, and with the local people, organisations and systems which support them. During 2022/23 we continued this work as we collaborated with participants, volunteers and other stakeholders co-designing, co-delivering and co-evaluating our projects and services.

We recognise that capacity building within communities makes them more resilient and able to adapt and respond to challenges that may arise. This also supports sustainability and creates a more long-lasting and positive impact. Our projects aim to empower individuals, address the underlying causes of their challenges, and develop and utilise their skills, experience and knowledge for the good of the community.

This will help communities to develop and manage their own solutions to the challenges they face.



OUR IMPACT

CRISIS PROVISION

Our Food Bank runs sessions five days a week across four centres. On average we see 120 people per week. Our guests have the choice of culturally appropriate foods and can take home a parcel of food to last seven days.

During the year we have supported **5742** people across our various services. Specifically: **2,980** Parcels were distributed in the last year.

We have continued to increase our Referral Partners.

Food Provision Schemes:

- (i) The Food Bank: a centre-based, outreach and home delivery service for [free] food and hygiene supplies as donated and purchased.

The Food Bank is a store of fresh vegetables, Fruits, and Culturally sensitive and non-perishable food donated by the local community.

We partner with frontline professionals such as schools, GPs, Citizens Advice Bureaux, social services, and other advice and support agencies who then become partners and refer local residents to our service.

A food parcel of 7 days' food is given to the client when they arrive at the Foodbank centre depending on the size of the family.

We offer a warm welcoming atmosphere and tea/coffee, biscuits with free advice and signposting to other appropriate support services, helping to address the underlying cause.

A primary goal in our work is that we will assist people in working their way out of poverty and not reach a crisis point at all, which contributes to the overall strategic aim of phasing out food banks.

As a result of this change in need for the service, we are keen to develop our service and establish a Social Supermarket model, whilst continuing with a smaller emergency Crisis food provision for those guests that may need it and to offer support to help them address those needs and to progress beyond this initial need.

Warm Space - over 50 guests came to Spring to collect Food parcels weekly and we continued to deliver to our guests who were Housebound

Delivery guest (Housebound) - The time of the week when she was happy was when our delivery driver was with her to deliver a food parcel. She chatted with him and asked us to send her the exact driver.
A.F.

"The food bank helped me a lot. I don't have access to public funds, not friends, to help in the UK. For me to feed at that time was very difficult. Spring helped me remain alive with my son. Even though I do not use the food bank, they are still helping through other projects." - H.A.

CLOTHES BANK

Our Clothes Bank is greatly valued by our guests as they navigate this difficult cost of living crisis. The Clothes Bank encourages the reuse and recycling of good quality second-hand clothing and new clothing. We receive donations from local people and organisations and every donation is received with gratitude.

Marcia said
“Thank you for helping me to get the clothes for my baby, I appreciate all the help and advice that Alisa (Volunteer Worker) provided me with.”

Our Clothes Bank supported **170** Families during April 2022 to March 2023.



COFFEE MORNING!

We've held a range of Coffee Mornings where we welcomed members of the Community and offered support and resources in a variety of areas, as well as sharing more about our services and methods of support.

SPRING UP WOMEN

These sessions and programmes continue to be co-produced with our guests and focused on their areas most needed, with some participating in the delivery and development.

We run most of our sessions in person with limited virtual sessions to support our Guest's well-being. Programmes continue to engage and support our guests with their mental health and to enhance their confidence.

We continued to run the following classes and training sessions to help develop skills and confidence, including Recipes From Home, Budgeting and Money Management, Parenting, Sewing Class, Domestic Violence Awareness , ESOL Classes, Self Defence and Introduction to Digital Skills Courses.

We supported **69** people through our Spring Up Women + courses

Some of the feedback was:

"I used to see myself as just a mother but never did anything special for myself."

"I am able to relax more and do something for myself each week."

"I have started to develop myself in order to achieve my dream."

"I have set-up my online business now and am more confident in myself and can run my business effectively."



HOLIDAY CLUB

Holiday hunger for children in families affected by in-work poverty. When free school meals stop over the school holidays, there is an extra family meal each day to provide for and sometimes an extra breakfast, as many schools now offer a free breakfast club. Spring Holiday Club fills the gap during the school holidays.

Children can find themselves bored and lonely over the Summer holidays, often spending long periods alone.

Spring Holiday Club provides an invaluable service to these families and their children aged 0 to 16 in Southwark experiencing food insecurity during all school holidays.

We find that a big part of our guests are on low income and most have no recourse to public funds (NRPF). All clients are referred to us predominantly by Children's Centres and Primary Schools as well as local support agencies.

We provided a combination of online and face-to-face sessions. Children and their families, including those with Special Educational Needs, were invited to participate in a variety of fun learning activities such as drama, arts and crafts, drawing, painting, music, dance, multi-sports and other activities aimed at directly supporting children's mental health and well-being such as fitness, yoga, gymnastics, dance and Football.

We provide culturally sensitive nutritious, healthy, and delicious cooked meals. The reason for culturally sensitive food was to celebrate the diversity of our families to provide them with a home-away-from-home experience. We get asked frequently by families where they could get healthy meal options when schools are closed as families find it difficult to provide nutritious meals in place of school lunches during the holidays.

Key highlights of the project - trips to Drayton Manor (Thomas the Tank Engine) and the seaside.



At Drayton Manor

Some of the feedback received from Staff and team members, Guests and Families:

“It’s fun, it helps us socialise and so it helps us with, like, speaking skills that will be valuable to us in the future.”
SCH Guest

“Very grateful for this club, well organised and well-led.”
SCH Guest

“The beach trip – some children have never been to the beach; some children won’t get a break this summer.”
SCH Team Member

“I do get told on a regular basis how grateful people are just to have a service where they can just walk up the road, no bus fare included, no lunch money included you know, their kids are occupied for a couple of hours and fed.”
SCH Team Member

“I am happy we found out about the club cos it’s really helpful.”
SCH Guest

“I feel like it’s a safe space where we can all come together.”
SCH Guest

Key Partners we worked with in the project (Narrative)

- UAL
 1. Tech Yard - creative and fun computing club that provides workshops on a broad range of creative technologies such as Web design, game design, 3D modelling and animation etc
 2. Giant Dolls- a social art project which promotes creativity by making doll houses out of a shoebox
- The Money Charity - Financial workshop to enlighten the young people on planning and budgeting money leading towards financial freedom
- Bold Tendencies - hands-on creative activities such as
 1. Skyline stories -creative writing and observational drawing
 2. All Around Agora - centres play: a series of trust and guidance exercises leads into participants coming up with their own games.
 3. Making Miniatures - It’s all about nature, homes, and plants

We ran **10** Holiday Clubs during April 2022 - to March 2023.

We have supported **1,382** children with **4,375** Meals Provided so far.

AFTER SCHOOL CLUB

Our After School Club is run from St Georges C of E Church, Southampton Way, Southwark, located on the border of Peckham and Camberwell in an area which is in the top 30% most deprived areas according to the Index of Multiple Deprivation.

We engage young people living within the West Central Southwark area, comprising the following wards Nunhead and Peckham, North Walworth, Newington, Faraday, Camberwell Green and St Giles, with a particular focus on St Giles, Camberwell Green and Peckham.

We deliver three-hour after-school sessions, three times per week which support young people to:

- **Socialise Well:** responding to our Youth Council by providing a safe space for young people to chill out and socialise.
- **Move Well:** providing regular physical activity through structured gym sessions, led by a qualified trainer, supporting them to achieve the UK Chief Medical Officer's guidelines on physical activity for young people.
- **Learn Well:** we provide a study session with supervised time to do homework and also develop a range of life skills, focused around supporting young people to develop skills for independent living, such as budgeting and personal care.
- **Eat Well:** our team of volunteers and young participants assist in providing a hot, nutritious meal. We also facilitate workshops for young people in preparing and serving healthy food, further helping them to develop independent living skills.

Each session has a theme which unites the activities: for example, the theme of 'Mental wellbeing', which could focus on physical activity, life skills and food to promote positive mental health.

We work with partners, such as Southwark Pensioners Centre, Faith Groups, Schools to bring older and younger people together – something which has proved very successful over the last year, creating meaningful, lasting relationships.

We supported **110** children in after school club during April 2022 - to March 2023.

"After school club is a place to unwind after a long school day. Teachers are funny so we have a good laugh when they make silly jokes. We get the opportunity to exercise as well. Honestly, it's a lot of fun!"

"What I like most about the club is how everyone works together to prepare the meal and participate in activities. Not only do we get to play, we get to have help with our homework if we are struggling with it."

"The teachers are really nice, they teach us to believe in ourselves which helps to build confidence."

SPRING KITCHEN

Spring Kitchen provided children who attended our holiday clubs in 2022/2023 a Culturally sensitive Healthy School Standard Lunches.

We enjoyed making lunches so much and they went down so well that we've decided to make meals for other holiday clubs in the Southwark HAF programme too.

We think food is a chance to learn and celebrate everyone's culture. So you can expect food from all over the world, from jerk to jollof, Chilli Con Carne and everything else in between.

During the year, alongside the above favourites, we served the likes of vegetable pasta, black-eyed beans and plantain, stir fry, curry, fish and chips, wraps and jacket potatoes. We also offer plant-based vegans and vegetarian options.

BACK2WORK

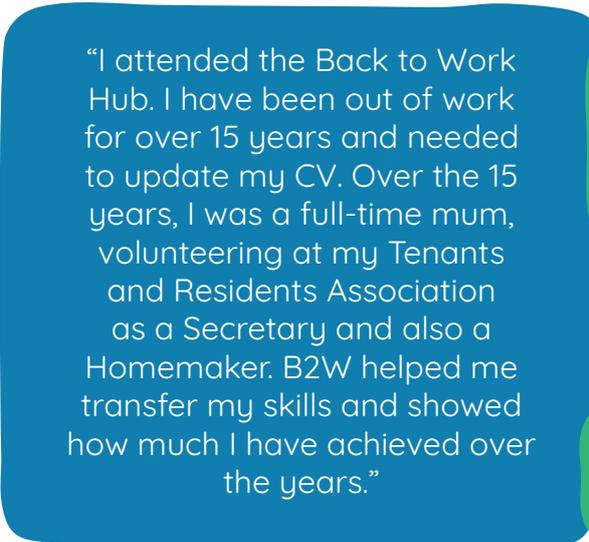
Every person deserves to live an independent life, an opportunity to gain what they so desire and build confidence in the process.

At Back2Work we offer support and advice for people to find the right job through our sessions on employability, and work skills and discover how else we can help.

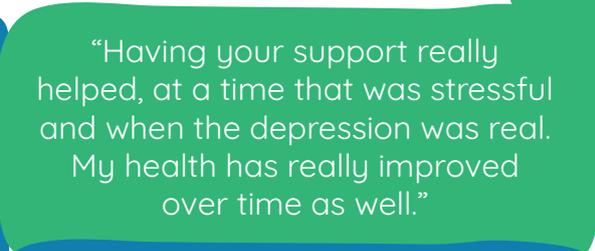
The sessions are a confidential place to share other issues we can support our guests such as housing, benefits, immigration and mental health.

In our B2W Project, we supported 116 guests and provided 12 guests with support/signposting around Mental Health and Well-Being.

Other areas of support has included: CV Workshop, Interview Techniques, Immigration, Job Search, housing, etc.



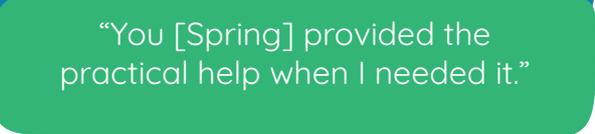
"I attended the Back to Work Hub. I have been out of work for over 15 years and needed to update my CV. Over the 15 years, I was a full-time mum, volunteering at my Tenants and Residents Association as a Secretary and also a Homemaker. B2W helped me transfer my skills and showed how much I have achieved over the years."



"Having your support really helped, at a time that was stressful and when the depression was real. My health has really improved over time as well."



"The support has been absolutely brilliant, I don't know what I would have done with it."



"You [Spring] provided the practical help when I needed it."

REDUCED HOUSEHOLD EXPENSES AND SUSTAINABILITY

Reduced Food Waste; Our work has a positive impact on social and environmental justice and on physical and mental health.

The principal way we achieve this is by distributing food through our food banks which would otherwise go to waste. We distributed 58,005Kg of surplus food within Southwark

This has improved the health of children and adults in Southwark. There is extensive evidence (e.g. Cena and Calder, 2020) that improved dietary choices can promote the prevention of non-communicable diseases and positively influence health.

As Fatima, one of our food bank guests, says:

“It has helped us a lot in this difficult time. It means we can feed our family and have enough money to pay our bills. It’s made a really big impact in our life.”

THANK YOU TO OUR PARTNERS

We would like to express our gratitude to the following Partners:

- Southwark Council
- Impact on Urban Health
- Peter Minet Trust
- The Childhood Trust
- Mayor’s Fund
- Kitchen Social
- Rathbone



RATHBONES

Impact
on **Urban
Health**



and many more who have partnered with us and made donations to support the work we that we do. THANK YOU!!

OUR FINANCES

Our Income 2022/23 - £573,205

Income	%
Restricted Funds/Grants	57.3%
Unrestricted Funds/Donations	42.7%
Investment &/or Bank Interest (£468)	Neg.

How we spent the money we received in 2022/23 - £454.682

Expenditure	%
Project Service Delivery	55.4%
General Administration/Governance	44.6%
Fundraising (>1%)	Neg.

Our Reserves

Unrestricted	£221,295
Restricted	£51,850
Total Reserves	£273,145

Reserves and Reserves Policy

Spring Community Hub has followed the Charity Commission guidelines to develop a reserves policy. Namely, it has:

- Defined the nature of charitable reserves held.
- Understood the financial impact of risk.
- Reviewed its sources of income.
- Looked at future plans and commitments.

Restricted Funds

Spring Community Hub delivered 9 charitable or grant-funded projects during 2022-2023. These projects were funded via restricted funds and are for the sole use of designated projects.

Unrestricted Funds

These funds are expendable at the discretion of the Trustees in furtherance of the charity's objectives and may be designated for a particular project or purpose. The Board of Trustees reviewed the charity's need for free reserves in line with the guidance issued by the Charity Commission.

The Current Reserves Policy, approved in March 2022, targets free reserves to be maintained at three months' unrestricted operational expenditure. The trustees aim to work towards achieving this goal over the next three years.

CHALLENGES AND FUTURE PRIORITIES

Within the remit of our Strategic Plan 2021-2024, we set key strategic priorities for the new financial year to strengthen our ability to withstand pressures and maximise opportunities. Having reviewed our Strategic Business Plan and services as a Board we were able to identify specific lessons and challenges we had experienced as an organisation and within our community and the impact on our guests. We explored ways that we could better meet the needs of our guests and to optimise our service and identified the following:

- The impact of the cost-of-living crisis on the mental well-being of our guests and team
- The increase in demand for our services in contrast to the limitations of funding that is available
- The need to address sustainability in our practices.

Our strategic objectives remain unchanged – specifically:

- Ensuring a fit-for-purpose organisation that allows us to function effectively and efficiently in order to deliver on our mission and strategic aims.
- Maintaining the financial health of the organisation.

During 2023/24 our Strategic focus continues to include:

Impact:

Developing and delivering services that put our guests and their futures at the heart of what we do and enable people to thrive and feel more empowered.

Leadership and Development

Continue to work closely with communities to identify their perceived needs and co-designing and co-delivering projects that address these priorities. Also exploring our approach to how we continue to develop our teams, including staff and volunteers.

We have continued with our membership of Citizens UK which is a people-powered alliance of diverse local communities working together for the common good. Their work supports empowering our guests and team as they work to address the challenges our communities may be facing.

Financial Stability

Continuing to develop our approach to diversifying our income streams to include corporate sponsorship, social investment and community giving in addition to grants and contracts and we have started this with the packaging of our Spring Kitchen Services.

Compliance, Change and Impact Measurement

We continued to explore and develop the strategic and operational systems, processes, policies and procedures that we had in place and to ensure that we are working in a way that was most compliant and would ensure the most impact.

We also continued to develop these processes and identify better systems of monitoring and evaluation including working with internal and external consultants and specialists and this continues to be a focus.

Ensuring that our monitoring and evaluation systems and procedures continue to be robust to demonstrate the effectiveness of our work and to evidence their longer-term impacts and additionality.

Partnerships

Developing mutually beneficial partnerships to develop innovative services that meet the needs of individuals and communities.

People

Continuing to develop staff and Volunteers to ensure that they are best able to serve the communities with which they work. We will introduce a Monthly Leadership Development Training Session for Coordinators, and continue to build on the Leadership Development/ Coaching and support for our Senior Leadership Team and training/development for volunteers.

REFERENCE AND ADMINISTRATIVE DETAILS

Charity name: Spring Community Hub

Other name the charity uses: Formally known as Central Southwark Community Hub

Registered charity number: 1172789

Charity's principal address: The Hub, 86-88 Vestry Road, London SE5 8PQ
(Previously at 161 Benhill Road, SE5 7LL)

Names of the charity trustees who manage the charity

Trustee name	Office (if any)	Dates acted if not for whole	Name of person (or body) entitled to appoint trustee (if any)
Selina Boshorin	Chair		
Linda Wood	Treasurer		
Lisa Tharpe	Secretary		
Erica McQueen	Trustee	Appointed Jan 2023	
Andy Carter	Trustee	Appointed Jan 2022	