Company registration number: 00371615
Charity registration number: 208446

The Fellowship of St Nicholas

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 March 2026

Manningtons
Victoria House
The Moor
Hawkhurst
Kent
TN18 4NR

The Fellowship of St Nicholas

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The Fellowship of St Nicholas

Reference and Administrative Details

Chairman	Cllr. Judy Rogers, Chair
Trustees	Richard Cuff, Vice Chair John French, Treasurer Rev'd Martin Harper Janet Wyatt Dr Roger Elias Geoff Longmire Mary Osman Hayley Thomas Nigel Lloyd
Charity Registration Number	208446
Company Registration Number	00371615
	The charity is incorporated in England and Wales.

The Fellowship of St Nicholas

Reference and Administrative Details

Registered Office	St Nicholas Centre 66 London Road St Leonards on Sea East Sussex TN37 6AS
Principal Office	St Nicholas Centre 66 London Road St Leonards on Sea East Sussex TN37 6AS
Auditor	Manningtons Victoria House The Moor Hawkhurst Kent TN18 4NR
Solicitors:	Heringtons 1 Upper Lake Battle Sussex TN33 0AN
Bankers	Lloyds Hastings Chelmsford Legg St Osc 1 Legg Street Chelmsford Essex CM1 1JS

The Fellowship of St Nicholas

Trustees' Report

Supporting Families, Strengthening Communities, Creating Opportunities

ANNUAL REPORT 2025-2026

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The Fellowship of St Nicholas

Trustees' Report

1. Chair's Report



The past year seems to have flown by as we have been so busy with exciting plans moving FSN forward. It has been a privilege to be able to work with our new Chief Executive and Angelica and myself have really developed a good and fruitful relationship not only benefiting FSN but also us as people.

We have taken the time with the Board, Staff and Volunteers to look at 'Who is FSN?', 'What are its mission and aims?', 'Can we be sure we are meeting not only the needs of our current users but those who may need our help and support and services in the future.' This has been a very worthwhile exercise which has cascaded right through the whole organization so everyone has had the opportunity to be heard and their views taken on board.

The last year has been busy and following on from our strategy session last Christmas we have taken the time setting the foundations to make sure that we are ready to face any future challenges, meet the needs of our local communities, provide support services and care where and whenever it is needed. This coming year is already looking to have some exciting and new challenges for us all which with our team we will be able to meet positively.

I would like to thank all the Staff and Senior Management Team for their efforts and hard work throughout the year they all go over and beyond to deliver our services, the Volunteers without whom we would not be able to function as effectively and efficiently, the Board who all put so much time and support into FSN at all levels using their vast experiences and expertise to also help secure FSN's future. We have a great team and I feel incredibly proud to be the Chair of the Board at this time.

Sadly with every annual meeting there is the point where we have to say 'goodbye' to some of our team and this year is no different in terms of the Board. I would like to say thank you to Hayley who has finished her term of office and is stepping away her input has been helpful and challenging in a positive way and we will miss you. We are also saying goodbye to Martin who has been a Board member since the early 2000s when FSN was still operating as a Children's Home and so he has seen us through all the changes over the past 25 years. I have particularly valued his knowledge and input in the nearly 10 years I have worked with him and he will be truly missed by all. I hope that he will still have some involvement which I will talk about during the Annual Meeting.

Here's to another busy, successful and exciting year for our FSN Team!

Judy Rogers

Chair of Board of Trustees

2. Welcome from the CEO

I am delighted to write my first annual report as Chief Executive of FSN. Reflecting on the past year, I can honestly say it has been one of the most rewarding years of my life, professionally and spiritually.

Although I have only been part of the organisation for a relatively short time, FSN has already shaped me in profound ways. Every day I am inspired by the incredible people who work and volunteer here. I have witnessed countless examples of compassion, collaboration and mutual respect, alongside moments where our teams have faced significant challenges with remarkable resilience. Through it all, I have been continually humbled by the unwavering commitment and genuine love shown to the children, young people and families we are privileged to serve.

Like many charities, this year has not been without its challenges. The funding landscape has become increasingly competitive, requiring us to think more creatively, demonstrate our impact more clearly and work even more collaboratively. At the same time, the needs of the families we support have continued to grow in both number and complexity. We continue to see the lasting effects of the pandemic, ongoing financial pressures and changing national policy, all of which place additional strain on children, young people and those who care for them.

Despite these challenges, we have also seen encouraging signs of hope. Demand for our services continues to grow, with referrals now coming from across Hastings, St Leonards, Rother, Eastbourne and increasingly from neighbouring areas where specialist support is limited. We have also been given greater opportunities to influence local decision-makers, ensuring that the lived experiences of children, young people and families remain at the heart of conversations about services and community wellbeing. This is something that FSN has always been passionate about, acting not simply as a service provider, but as a trusted place where people feel welcomed, valued and supported.

One of the most significant developments this year has been the formal adoption of our Whole Family Wellbeing approach. While the language may be new, the philosophy is not. For many years, FSN has recognised that children and young people flourish when the adults around them are supported to flourish too. By bringing together our services under a shared Whole Family Wellbeing framework, we are strengthening an approach that has always been central to our work: recognising the strengths within families, supporting positive relationships and creating the conditions in which children, young people and communities can thrive.

None of this would have been possible without the extraordinary people who make up FSN. I would like to express my sincere gratitude to our Senior Management Team for their wisdom, encouragement and support throughout my first year. They have helped me to feel at home from the very beginning and have generously shared their experience as we have navigated this year together.

I would also like to extend my heartfelt thanks to our Chair and Board of Trustees. Their commitment to the vision and values of FSN, together with the time, expertise and thoughtful challenge they give so generously, provides the strong governance that enables our organisation to grow with confidence and integrity. Throughout my first year as Chief Executive, I have greatly valued their encouragement, wisdom and trust as we have navigated both opportunities and challenges together. Their shared passion for improving the lives of children, young people and families continues to shape the future of FSN, and I am sincerely grateful for their dedication and service.

I am equally grateful to our nursery teams, our bereavement and mental health services, the Temporary Accommodation Team, our Pantry and Catering Team, our Family Wellbeing services, our Human Resources and Operations colleagues, and every member of staff across the organisation. Despite the demands of delivering outstanding services each day, they have always found time to welcome me, answer my many questions and share their passion for the work they do.

Our volunteers deserve special recognition. They give their time with generosity, kindness and steadfast commitment, offering a smile, practical support and genuine acceptance to those who need it most. Their contribution is woven into the fabric of FSN, and without them many of the opportunities we create to strengthen families and empower communities simply would not be possible.

Finally, I would like to thank our partners, funders and supporters. Your belief in our mission enables us to continue responding to the changing needs of our communities while remaining true to our values of compassion, integrity, inclusion, social justice and nurturing potential.

As I look ahead, I do so with optimism and hope. The Fellowship of St Nicholas is an organisation with a proud history, but it also has the courage to embrace new opportunities and new ways of working. Together, we are building strong foundations for the future, ensuring that every child, young person and family has the opportunity to feel safe, valued, supported and able to flourish.

It is a privilege to lead this remarkable organisation, and I look forward to continuing this journey together as we work towards stronger families, stronger communities and brighter futures for all.

Angelica McMillan

CEO



3. About The Fellowship Of St Nicholas - FSN

For over 86 years, The Fellowship of St Nicholas (FSN) has been at the heart of supporting children, young people and families across Hastings and the surrounding communities. What began as a local response to hardship has grown into a trusted charity that provides compassionate, evidence-informed support to over 1,000 people every year across East Sussex.

Although our services have evolved to meet changing needs, our purpose has remained constant: to stand alongside families, helping them overcome challenges, build resilience and create brighter futures.

Today, FSN delivers a wide range of services that support children and families from the earliest years through adolescence and into adulthood. Whether through early years education, family support, bereavement services, mental health and emotional wellbeing, support for families living in temporary accommodation, community hubs, or opportunities to connect and belong, we are committed to ensuring that every individual feels valued, supported and empowered to thrive.

The Fellowship of St Nicholas

Trustees' Report

Introduction

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements and auditors' report of the charitable company for the year ended 31st March 2026.

OBJECTIVES AND ACTIVITIES

Principal activities and review of business

FSN's principal activities are based on its mission to:

'Provide effective and professional caring action which empowers children, young people and their families to tackle the effects of poverty, disadvantage, neglect and abuse. Our goal is to help our communities flourish and reach their potential'

FSN's mission statement:

"Creating space where children, young people and families are inspired and supported to flourish"

FSN's core offer is based on four priorities:

- Children and Young People
- Health and Wellbeing
- Families
- Training and Learning

Where we Work

Our work is rooted in the communities of Hastings, St Leonards-on-Sea, Rother and Eastbourne, where we have built trusted relationships with families, schools, health services, local authorities and community partners.

While our primary focus remains our local communities, the quality and specialist nature of our services increasingly attract referrals from neighbouring areas, reflecting both the growing need for support and the confidence that professionals place in FSN.

Who we Support

Every year, we support children, young people and families facing a wide range of challenges, including:

- Poverty and financial hardship
- Emotional wellbeing and mental health
- Bereavement and loss
- Family relationship difficulties
- Temporary accommodation and housing insecurity
- Special educational needs and disabilities (SEND)
- Social isolation and loneliness
- Parenting and early childhood development

- Building confidence, resilience and community connections

We believe that every family has strengths, and our role is to work alongside them to build on those strengths rather than focusing solely on the challenges they face.

Our Whole Family Wellbeing Approach

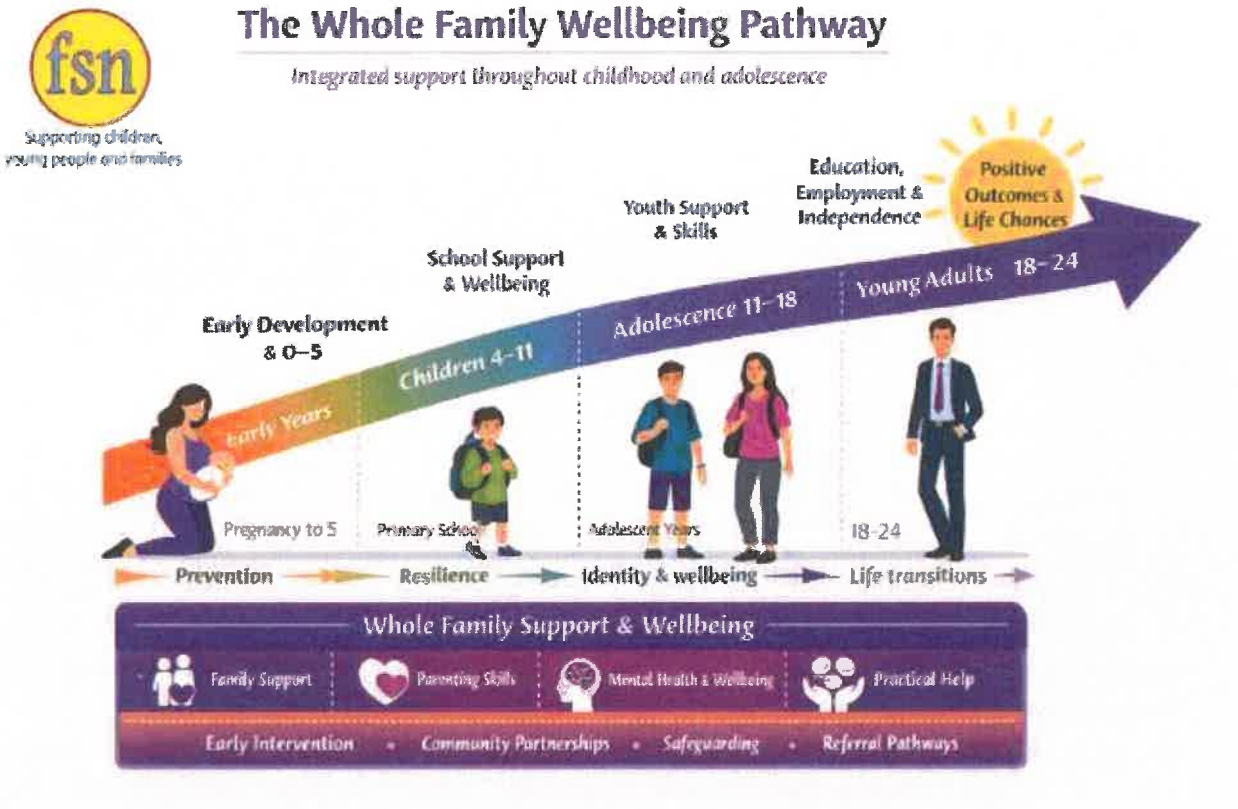
This year marked an important milestone as we formally adopted our Whole Family Wellbeing approach. Whilst this is not new work for FSN, it provides a clear framework that brings together all of our services under one shared vision.

We recognise that children and young people thrive when others around them are supported, confident and connected. By working with the whole family, alongside schools, health professionals and community partners, we help create the conditions that enable lasting change.

Rather than responding only when problems arise, we seek to intervene early, build resilience, strengthen relationships and empower communities to flourish together.

Everything we do contributes towards one shared ambition:

Helping children, young people, families and communities flourish - today and for generations to come



4. Our Year at a Glance

Summary of Service Delivery

This year has been one of growth, reflection and strategic development for FSN. Throughout the year, we have continued to strengthen our commitment to supporting children, young people and families at the earliest possible stage, recognising that early intervention provides the strongest foundation for lifelong wellbeing.

Early Years provision has remained central to this ambition. Through the dedication of our nursery teams, Family Support Worker and Inclusion Specialist Practitioner, we have implemented our Whole Family Wellbeing approach. Alongside this, our Early Years Services Manager has continued to strengthen best practice across our settings, supporting staff to work confidently with partner agencies and ensuring safeguarding remains at the heart of everything we do.

A significant highlight of the year was the successful Ofsted inspection of St Nick's Nursery, which recognised the dedication, professionalism and compassionate practice demonstrated by our Early Years team.

New Whole Family Wellbeing Approach: One of the most important milestones this year has been the Board of Trustees' approval of FSN's Whole Family Wellbeing framework. While this approach reflects the way we have supported families for many years, it now provides a shared strategic framework that brings together every service across the organisation. It reinforces our belief that children and young people flourish when parents, carers and communities are supported to flourish alongside them. This year marked an important milestone as we formally adopted our Whole Family Wellbeing approach. Whilst this is not new work for FSN, it provides a clear framework that brings together all of our services under one shared vision..

Our nurseries are uniquely placed to identify families who may be experiencing disadvantage, poverty, discrimination or barriers to accessing support. By building trusting relationships from the earliest stages of a child's life, we are able to offer timely support that promotes healthy emotional, social and cognitive development for both children and their families.

Sphere of Influence: During the year, FSN played an active role within the East Sussex Health Needs Assessment Working Group and the Best Start in Life Board. These opportunities have enabled us to represent the voices and lived experiences of local families, ensuring that community insight informs strategic decision-making across the county. Through these partnerships we have highlighted the increasing complexity facing many families, including the continuing impact of the pandemic, food insecurity, unemployment, housing pressures, family breakdown and the growing demand for specialist support for children with additional needs.

Young People: Supporting young people to develop confidence, resilience and a sense of belonging has also remained a key priority. Building on the success of previous programmes, we secured funding to extend accredited opportunities for young people into additional communities, creating more opportunities for them to develop skills, build positive relationships and engage safely with trusted adults. This work continues to reduce isolation while strengthening aspirations for the future through collaborative partnerships across the voluntary and community sector.

Evidence and Impact: A significant focus throughout the year has been organisational learning. We have invested considerable time in reviewing qualitative and quantitative data, listening to the experiences of children, families, staff, volunteers and partners, and analysing emerging needs across our communities. This evidence has informed the development of our 2026–2031 Strategy, ensuring that our priorities are rooted in both lived experience and measurable need. Strengthening our use of data will continue to support evidence-based decision-making, enabling us to evaluate outcomes, improve quality and ensure our services remain relevant, responsive and impactful.

Emotional Wellbeing: FSN has also committed to placing emotional wellbeing at the centre of our organisational development. We recognise that emotional health underpins every aspect of a child's development, relationships and future opportunities. By investing in emotionally informed practice, strengthening our workforce and continuing to build compassionate, connected communities, we are ensuring that every service we provide contributes towards improving the long-term wellbeing of children, young people and families.

As we look ahead, we remain committed to embedding best practice, strengthening partnerships, using data to drive continuous improvement and ensuring every child, young person and family has the opportunity to feel safe, valued, supported and able to thrive.



5. Our Year In Numbers

Every number in this report represents a person. A child who felt safe, a young person who found their voice, a parent who discovered hope, or a family who realised they were not alone. These figures tell the story of the compassion, commitment and partnership that define FSN.

Throughout the year, children and young people consistently reported improvements in confidence, resilience and self-esteem following participation in FSN programmes. These outcomes reinforce our commitment to delivering evidence-informed, relationship-based support that helps young people develop the emotional wellbeing and life skills needed to cope with challenges. As we continue to strengthen our approach, we are building an even clearer understanding of the long-term difference our work makes.

Across all our programmes, fundamentally, is the Whole Family Wellbeing Approach.



6. Delivering Our Strategy

6.1 Early Years – Giving Every Child the Best Start

FSN's three nursery settings continue to provide children with the strongest possible start in life through high-quality early education, nurturing relationships and a whole family approach to wellbeing. Throughout the year, our teams have remained committed to creating safe, inclusive and stimulating environments where children can thrive while ensuring families receive the support they need during the important early years of their child's development.

Demand for our Early Years provision remained strong throughout the year. Our three nurseries supported 210 children during the year, many of whom faced additional barriers to learning and development.

This year:

- Nearly one in three children (31%) received Early Years Pupil Premium
- Almost one in five (18%) accessed two-year funded places
- Almost half (44%) benefited from 30-hour funded childcare

Our commitment to inclusive practice is reflected in the 19 children (9%) receiving specialist SEND support and the 26 children (13%) who speak English as an Additional Language.

Our practitioners worked closely with ISEND, Speech and Language Therapy, Child Development Clinics, Health Visiting services and other specialist agencies to ensure children received timely, personalised support. Every child identified with SEND received regular Support Based Support Plan (SBSP) reviews, reflecting our commitment to early intervention and ensuring every child has the opportunity to flourish.

In addition, 14 children (7%) were receiving support through Children's Services, highlighting the vital safeguarding and early intervention role our nursery teams play.

A significant highlight of the year was the successful Ofsted inspection of St Nick's Nursery, which recognised the dedication, professionalism and compassionate practice demonstrated by our Early Years team.

The inspection highlighted the strength of the relationships our staff build with children, the quality of their interactions and their deep understanding of the individual needs of the families they support. This recognition was particularly meaningful as it took place during a period of significant organisational change, including the appointment of a new Chief Executive and a new Early Years Services Manager.

While the inspection identified some areas for further development, these reflected improvements that were already being progressed as part of our commitment to continuous learning and quality improvement. The inspection therefore reinforced both the strength of our current practice and our ambition to continue developing outstanding provision for children and families.

Alongside delivering outstanding care and education, our teams maintained a strong focus on quality assurance and continuous improvement. Robust monitoring of safeguarding, attendance, health and safety, children's development and learning ensured high standards were maintained across each setting. Staff continued to develop their knowledge and skills through ongoing professional development, strengthening our ability to respond to the increasingly diverse needs of children and families.

The Fellowship of St Nicholas

Trustees' Report

Working in partnership with families remains central to our approach. Throughout the year our nurseries welcomed numerous prospective families, held parent meetings, supported school transition planning and worked closely with Health Visitors, Early Help and other professionals to ensure children and families received coordinated support. This collaborative approach reflects our Whole Family Wellbeing model, recognising that children achieve the best outcomes when families, practitioners and partner agencies work together.

Recognising that children achieve the best outcomes when families, practitioners and partner agencies work together, we continue to pride ourselves in providing accessible childcare in our Nurseries enabling parent/carers to access their Early Years funding without additional costs or deposit schemes.

As we look ahead, we remain committed to building on these strong foundations by continuing to invest in inclusive practice, strengthening partnerships with families and professionals, and ensuring every child has the opportunity to feel safe, valued and ready to flourish both in school and beyond.

Across our Three Nurseries snapshot	
Children supported during the year	**210 children**
Children receiving specialist SEND support	**9%**
Prospective family visits	**Over 130**
Children with English as an additional language	**13%**
Proportion of children receiving Early Years Pupil Premium (EYPP)	**31%**
Multi-agency partnerships	**ISEND, SALT, Child Development Clinics, Health Visitors, Autism Services, Behaviour Support and Schools**
Quality milestone	**Positive Ofsted inspection at St Nick's Nursery**

All three nurseries regularly receive feedback from parents/carers and the children and from our dedicated OFSTED representative Trustee:

"During a Trustee visit to one of our nurseries, the setting demonstrated many of the strengths that underpin FSN's Early Years provision. The nursery benefits from a highly experienced and stable staff team, strong leadership, and an excellent reputation for inclusive practice, particularly in supporting children with SEND. The calm, engaging learning environment, together with well-developed sensory spaces and creative activities, reflected the high quality of care and education provided. The visit also highlighted the strength of collaboration across our nurseries, with staff able to share expertise and provide support across settings when needed, ensuring consistently high standards for children and families"

FSN Trustee

"You have been the most special in my sons life and have helped me and us as a family in so many ways, we cannot thank you enough for everything you have done to make his life so much more enjoyable and easier to deal with day-to-day situations we all face. You are literally the best people… Thank you!"

Silverdale Nursery Parent

6.2 Working with Young People

Supporting young people to thrive continues to be one of FSN's strategic priorities. During the year, our Youth Work projects, Dragonflies bereavement service and My Time emotional psychoeducational wellbeing programme continued to provide early intervention, helping children and young people build confidence, resilience and emotional wellbeing through group-based support.

As demand for support has continued to grow, we have reflected carefully on the changing needs of young people across Hastings and East Sussex. Increasing numbers of children and young people are experiencing social isolation, poor mental health, disengagement from education and the challenges of Special Educational Needs and Disabilities (SEND). Many are also at greater risk of exploitation, loneliness and reduced access to trusted adults.

Recognising these emerging challenges, we have developed a new five-year strategic vision for our work with young people, in alignment with the National Youth Strategy. At the heart of this commitment is a simple principle:

Connection builds protection, while isolation increases risk.

Building on our Whole Family Wellbeing approach, the strategy sets out our ambition to strengthen identity, belonging and resilience by bringing together youth work, mentoring, family support and early mental health intervention into a coordinated pathway of support. The approach will focus particularly on young people who are socially isolated, home educated, disengaged from education or experiencing SEND, ensuring they have access to trusted relationships, safe spaces and opportunities to develop confidence and life skills.

Looking ahead to 2026–2027, we will begin developing our Young People Support Network; a preventative, community-based programme designed to identify risk early, reduce vulnerability to exploitation and strengthen protective relationships around young people. By combining youth work, peer networks, mentoring, family support and wellbeing services, the programme aims to intervene earlier, build resilience and improve long-term outcomes for young people and their families.

This work represents the next stage in our commitment to supporting children and young people, not only when they are in crisis, but by helping them develop the confidence, relationships and sense of belonging needed to flourish throughout their lives.

6.3 Dragonflies

Healing through bereavement support and connectedness

For over two decades, Dragonflies has provided a safe and compassionate space where bereaved children and young people can make sense of their grief, build resilience and connect with others who have experienced loss. Since its launch in 2006, the programme has supported more than 2,400 local children and young people, with:

- **98%** of participants reporting that the activities supported their wellbeing
- **82%** of parents observing positive changes in their child's behaviour.

The Fellowship of St Nicholas

Trustees' Report

This year has been one of significant development as we have strengthened the therapeutic foundations of the service to ensure our support continues to reflect best practice in childhood bereavement. We have introduced a more comprehensive assessment and formulation process, enabling practitioners to develop a deeper understanding of each child's individual experiences, family circumstances, strengths and emotional needs before support begins. This more holistic approach allows interventions to be tailored to each child and young person, ensuring that support is both responsive and proportionate to the complexity of their grief.

Recognising that grief affects every child differently, we have also expanded Dragonflies beyond its established group programme by developing a one-to-one bereavement counselling pathway. Alongside our therapeutic groups, children and young people who require more personalised or intensive support can now access individual counselling, while families with younger children and parents can benefit from dedicated bereavement guidance and support. This flexible model enables us to provide the right intervention at the right time, ensuring no child feels they have to navigate bereavement alone.

These developments represent an important step in the evolution of Dragonflies as a specialist bereavement service within FSN's Whole Family Wellbeing approach. By combining robust assessment, therapeutic group work, individual counselling and family support, we are creating a more integrated pathway that helps children and young people understand their grief, build healthy coping strategies and move forward with confidence and hope.

Feedback from school groups showed how much children valued the kindness of the facilitators, the fun activities and having the freedom to talk openly. Children particularly enjoyed making mugs, folders and worry boxes, as well as colouring, playing games and spending time together.

Children communicate that they particularly grateful for the fun activities, the kindness of staff and the freedom to talk openly.

A particularly strong outcome was children's increased willingness and confidence to talk about their feelings and experiences. Several children were proud that they had shared their sadness, worries or thoughts about the person who had died. Children also described learning about feelings, ways to manage worries and strategies to help with sleep.

The programme contributes positively to children's confidence and self-understanding. Children have described themselves as:



Dragonflies case study

When one young person joined Dragonflies, they were carrying the weight of two profound losses; the death of their father several years earlier and the recent, unexpected death of a close cousin. Although they appeared confident in sharing their feelings, beneath the surface they were trying to make sense of experiences that no child should have to face.

Through Dragonflies, they found something they hadn't realised they needed: a safe place where grief could be spoken about openly, without judgement or expectation. Creative activities, including the Invisible String exercise and a personalised memory journal, helped them discover new ways to stay connected to the people they loved. The memory journal became a treasured place to collect photographs, memories and messages, transforming feelings of loss into a lasting connection with those who had died.

As trust grew within the group, the young person began to process painful memories they had never shared before. Supported by skilled practitioners, they found the courage to speak about the reality of both deaths, explore difficult thoughts safely and develop practical strategies to manage overwhelming emotions. Rather than feeling consumed by intrusive memories, they learned that it was possible to remember with love while continuing to move forward with hope.

By the end of the programme, the change was remarkable. They had accepted the reality of their bereavements, developed healthy coping strategies, felt able to express their emotions openly and maintained positive relationships at home, in school and with friends. Most importantly, they discovered that grief did not have to be faced alone. As they reflected on their experience, they spoke warmly about the kindness and support they had received, sharing how much the group, and particularly their memory journal had meant to them.

6.4 My Time

Building emotional wellbeing **and psychological resilience**

Over the past year, we have taken the opportunity to review and strengthen our My Time programme to ensure it continues to meet the changing needs of children and young people in our communities. Through a detailed review of referrals, presenting needs and case complexity, we have developed a clearer understanding of the growing demand for early intervention and preventative emotional wellbeing support in collaboration with Dr Anita Rose, a local Neuropsychologist. This work has enabled us to refine our referral pathways and assessment processes, ensuring that young people are receiving the right support at the right time and that the service is better aligned to its intended purpose.

The review also highlighted a significant increase in the number of children and young people presenting with neurodevelopmental challenges, particularly ADHD and autism, alongside difficulties relating to anxiety, emotional regulation, friendships and school engagement. As these needs continue to grow, we recognise the importance of adapting our approach so that support is accessible, evidence-informed and responsive to different learning styles and developmental needs.

Looking ahead, we will begin developing a psychoeducational model for My Time, specifically designed to support children and young people with Special Educational Needs and Disabilities (SEND). Building on our relational approach, this model will help young people develop a greater understanding of their emotions, behaviours and strengths, while equipping families with practical strategies to continue this learning beyond the sessions. This development represents an important step towards our wider Whole Family Wellbeing approach, strengthening the connection between children, families, schools and our therapeutic services to provide more holistic, preventative support.

Case Study – Finding Confidence Through My Time (anonymised for confidentiality)

When X joined My Time, he was finding the transition to secondary school incredibly difficult. He experienced severe anxiety, struggled with self-esteem and separation from his mum, and often became overwhelmed during the school day. At the same time, he was coping with significant changes at home, including his parents' separation and his grandmother's cancer diagnosis.

Through weekly My Time group sessions, X was given something he had been missing: a safe, supportive space where he could explore his feelings without pressure or judgement. As trust grew, he became increasingly able to share his experiences with both the other children and practitioners. Creative activities helped him recognise and express difficult emotions, while hearing from other young people facing similar challenges reduced his sense of isolation and reminded him that he was not alone. The My Time team also worked closely with his school, helping identify underlying factors contributing to his anxiety and advocating for additional support where needed.

By the end of the programme, the change in X was clear. He arrived at sessions happier, more confident and looking forward to taking part. His willingness to talk openly had grown significantly, and he had begun developing healthier ways of managing his emotions and navigating change. His school recognised the positive difference the intervention had made.

6.5 Bexhill Youth Project (BYP)

This year, the Bexhill Youth Project provided far more than activities for young people, it created a place where they felt safe, valued and able to be themselves. For many, it became a trusted community where they formed meaningful friendships, built confidence and developed the resilience needed to navigate the challenges of adolescence. As one young person simply described, ***"It changed my life,"*** while another reflected, ***"I felt safe every Wednesday."***

Throughout the project, young people reported significant improvements in their confidence, reduced anxiety, stronger friendships and an increased sense of safety and belonging. They spoke about learning to trust adults, developing new skills and, importantly, feeling able to ask for help when they needed it.

To understand the difference the project made, young people were asked to rate their overall wellbeing. Before attending the Bexhill Youth Project, most young people rated their wellbeing as low, reflecting lack in confidence, heightened anxiety and a lack of safe spaces where they felt they belonged. By the end of their involvement, wellbeing scores had increased, demonstrating a significant improvement in how they felt about themselves, their relationships and their ability to cope with everyday challenges. While this is a simple self-reported measure, it provides powerful insight into the positive impact of trusted relationships, consistent support and a safe environment where young people could develop confidence, build resilience and feel a genuine sense of belonging.

The impact of the project was perhaps best reflected in the sadness expressed when the project was under threat of being closed. Young people spoke about losing a safe place to go and a community where they truly belonged. Their feedback reminds us that high-quality youth provision is about far more than delivering activities: it is about creating trusted relationships, fostering belonging and providing consistent support during some of the most important years of a young person's life. We are hugely grateful to an anonymous donor who has enabled FSN in continuing Bexhill Youth work to continue for another year.

Youth Work - Case study

"For some young people, the greatest difference we can make is simply being there, week after week, year after year" *Youth Worker*

For one young person, the Bexhill Youth Project became exactly that: a place of safety, belonging and hope.

Having attended the project for more than three years, this young person initially found it difficult to engage in new activities and often appeared quiet and reserved. Like many young people who have experienced challenges, building trust took time. Through the consistency of attending the project and the patience of the youth work team, they developed a strong and trusted relationship with their youth worker who became a reliable source of encouragement, stability and support.

That trusted relationship became the foundation for growth. Feeling safe enough to step outside their comfort zone, the young person began taking part in new experiences they would previously have avoided, including visiting a rural youth group, engaging more confidently in group activities and participating in meaningful one-to-one conversations with trusted adults.

Each new experience built confidence, strengthened communication skills and reinforced a growing belief in their own abilities. These achievements have been recognised through AQA Unit Awards, providing tangible evidence of the progress they have made.

Perhaps most importantly, the young person now knows they can find someone who will listen. Whether facing difficulties at school, personal challenges or simply needing someone to talk to, they know there will be a trusted adult who will be there without judgement. The consistency of the Bexhill Youth Project has reduced feelings of isolation and created a genuine sense of belonging, a place where they feel accepted, valued and understood.

This story reminds us that positive change rarely happens overnight. It grows through trusted relationships, safe connections in community, and the reassurance that someone believes in you. By providing a consistent, nurturing environment, the Bexhill Youth Project has helped one young person move from hesitation and uncertainty towards confidence, resilience and hope for the future.

6.6 Youth Voice

Following our consultation with young people across Rother, we secured additional funding to develop and deliver targeted youth work in Camber and Rye. Building on the insights gathered through extensive engagement with local young people, we undertook a pilot programme focused on understanding local needs, strengthening relationships and creating opportunities for young people to influence future provision.

Working closely with local schools, community organisations, stakeholders and Parish Councils, we delivered outreach and consultation activities, helping to establish trusted local partnerships and identify priorities for future youth services.

6.7 Health and Wellbeing Community Hubs

At FSN, we believe that strong communities are built through partnership. As a key delivery partner within the Health and Wellbeing Community Hubs, we continue to work alongside local voluntary, community and statutory organisations to ensure individuals and families can access the support they need, close to where they live.

The hubs, include three community based organisations: FSN, Educations Future Trust and The Pelham, providing an accessible front door to a wide range of services, helping people access practical advice, health and wellbeing support and opportunities to connect with their local community. By bringing services together in trusted neighbourhood settings, the hubs help reduce barriers to support, strengthen community resilience and prevent issues from escalating into crisis.

The collective impact of this partnership over the past three years has been significant. Together, the Health and Wellbeing Community Hubs have attracted over £4.39 million in additional investment, welcomed more than 171,000 visits, and been supported by 115 active volunteers, contributing an average of 82 volunteer hours each week. This investment has strengthened local provision, expanded opportunities for collaboration and ensured more people can access timely support within their own communities.

The hubs also play an important role within the wider health and care system. By working collaboratively across a broad range of strategic partnerships and co-locating services, they contribute to reducing health inequalities, improving mental and physical wellbeing and supporting the NHS ambition to provide more preventative, neighbourhood-based care. This collaborative approach reflects FSN's own commitment to Whole Family Wellbeing, recognising that sustainable change is achieved when organisations work together around the needs of individuals, families and communities.

6.8 FSN Pantry

The Pantry is much more than a food support service. It is one of the key ways in which families first connect with FSN, providing a trusted, welcoming and non-judgemental environment where people can access practical support while building relationships with staff and volunteers. Often, families come to the Pantry because they are struggling to put food on the table, but behind this immediate need there are frequently wider challenges including financial hardship, poor mental health, housing insecurity, social isolation or the pressures of raising children with limited support.

During the previous year, FSN undertook a comprehensive review of the Pantry to strengthen its role as an early intervention service. This year, a structured twelve-month pathway was introduced, ensuring that while families continue to receive affordable food, they are also supported to access wider services that address the underlying causes of hardship. This approach helps families build resilience and reduces the risk of long-term dependence by ensuring every family has opportunities to receive advice, guidance and personalised support alongside practical assistance.

Over this year:

- **158 families** received support through the Pantry
- An average of **40 families** accessed the service each week.

For many, the Pantry became the first step towards accessing broader support, enabling staff to identify additional needs and provide timely referrals to services such as family support, housing advice, health and wellbeing coaching, family learning, early years provision, the Temporary Accommodation Hub and specialist community partners. Working with local partners such as Salvation Army and 1066 Citizen's Advice, FSN has been able to provide key information and signposting,

This reflects FSN's approach, recognising that families' lives cannot be divided into separate issues. Financial hardship often affects mental wellbeing, parenting, relationships, children's development and physical health. By taking time to understand each family's circumstances, the Pantry becomes a gateway to holistic support rather than simply a place to collect food.

The Pantry also creates opportunities for connection. Families are welcomed into a friendly community space where they can build relationships, reduce isolation and gain confidence to seek help. These trusted conversations often become the catalyst for positive change, allowing families to access support that they may never have sought through traditional services.

6.9 Health and Wellbeing Coaches

This year, our Health and Wellbeing Coach service has continued to demonstrate the vital role that prevention, personalised support and community connection play in improving health outcomes. Working in close partnership with Primary Care Networks, GP practices and wider health professionals, the service supports adults living with long-term health conditions to take greater control of their health, build confidence and make sustainable lifestyle changes.

The service received referrals from a wide range of healthcare professionals, including GPs, Advanced Clinical Practitioners, Health Care Coordinators, Occupational Therapists and Social Prescribing teams, reflecting the confidence local health partners place in the service. Alongside professional referrals, community outreach generated a significant number of self-referrals, demonstrating growing awareness of the support available. Throughout the year, individuals were offered personalised one-to-one coaching, peer support groups, workshops and community-based activities tailored to their needs and goals.

Health coaching is about more than managing medical conditions. It empowers people to improve their overall wellbeing by focusing on the aspects of life that matter most to them. Outcome measures throughout the year demonstrated:

- Improvements in overall wellbeing, physical activity, healthy lifestyle choices and self-care
- Many individuals reported increased confidence in managing their own health and wellbeing.

These changes represent important steps towards preventing deterioration, reducing health inequalities and supporting people to live healthier, more independent lives.

A key strength of the service is its ability to connect people with wider community resources. During the year, hundreds of onward referrals and signposts were made to local services, including physical activity programmes, mental health support, community learning, peer support groups, voluntary organisations and other FSN services. This "no wrong door" approach ensures that individuals receive holistic support rather than isolated interventions, strengthening resilience and reducing isolation through meaningful community connections.

The service has also continued to diversify its offer, delivering a wide range of specialist programmes including healthy lifestyle groups, long-term condition support, women's health, diabetes education, mindfulness, healthy eating workshops and peer support. This breadth of provision enables people with different needs to access support in ways that feel relevant, welcoming and sustainable.

Perhaps most importantly, the feedback received throughout the year highlights the power of trusted relationships. Participants consistently described:

- Feeling listened to
- Encouraged and supported without judgement
- Having someone "in their corner" provides the confidence to make positive changes, reconnect with their community and access wider support that they may never have engaged with otherwise.

The Health and Wellbeing Coach service continues to show that lasting improvements in health are created not only through clinical interventions, but through compassionate conversations, trusted relationships and strong community connections that empower people to take control of their own wellbeing.

Referrals and Engagement

- **275** professional referrals received from Primary Care professionals throughout the year.
- **159** people successfully engaged following referral.
- Referrals came from a wide range of professionals including:

- GPs
- Advanced Clinical Practitioners
- Health Care Coordinators
- Social Prescribing Teams
- Occupational Therapists
- Mental Health Nurses
- Clinical Pharmacists

Coaching and Group Support

Across the year, the team delivered a diverse programme including:

- Healthy Lifestyle groups
- Long-Term Condition support groups
- Creative Wellbeing groups
- Older Adults Healthy Lifestyle groups
- Diabetes UK support groups
- Women's Health sessions
- GLP-1 peer support
- Healthy Habits workshops
- Mindfulness sessions
- Real Food / Freshwell programmes

Measuring Impact

People consistently reported improvements in:

- Overall wellbeing
- Physical activity
- Healthy lifestyle behaviours
- Self-care and confidence in managing their own health

Community Connections

One of the greatest strengths of the service is connecting people into wider community support.

The highest numbers of onward referrals were made to:

- Active Hastings – 110 referrals
- One You East Sussex – 54 referrals
- FSN Community & Family Learning – 88 referrals
- Health Walks – 46 referrals
- Arts on Prescription – 31 referrals
- Gloji – 50 referrals
- Health in Mind
- Diabetes UK
- Community Learning
- His Place
- Age UK Telephone Friendship
- Silver Line
- Care for the Carers

This demonstrates that the Health Coach service is acting as a connector, helping people access the right support at the right time rather than relying on a single intervention.

Case Study

Creating Health Through Connection

When a member of the community was referred to our Health and Wellbeing Coach by her Occupational Therapist, she had lost confidence in the health system. Living with multiple long-term health conditions, she felt isolated, overwhelmed and deeply disappointed by previous experiences with healthcare professionals. Understandably, she was hesitant to accept support and initially found it difficult to trust that another professional could make a difference.

Rather than focusing solely on medical needs, our Health and Wellbeing Coach focused on what mattered most to this community member, building a trusted relationship. Through regular telephone conversations every few weeks, she was given something she had been missing for a long time: someone who listened without judgement, recognised her strengths and genuinely cared about her wellbeing. Over time, these conversations shifted from frustration and disappointment to hope, resilience and recognising the positive aspects of her life. This community member began to reflect on happy memories, celebrate small achievements and regain confidence in taking the next steps forward.

With consistent encouragement and practical support, she was able to identify personal goals that would improve her quality of life. She successfully found a personal assistant who now supports her at home, reducing daily stress and helping her manage practical tasks that had previously felt overwhelming. Importantly, she no longer felt that she had to face life's challenges alone.

This story reminds us that good health is created not only in hospitals and clinics, but within communities where people feel connected, valued and supported. Sometimes the most powerful intervention is a trusted relationship that restores confidence, reduces isolation and helps someone believe that positive change is possible. By creating space for compassionate conversations and consistent support, our Health and Wellbeing Coach helped this community member rediscover hope and take meaningful steps towards living well despite the challenges she continues to face. As she reflected, **"[My Health Coach] was kind, non-judgemental and a good listener."**

6.10 The Hub – Temporary Accommodation Project

During 2025–26, FSN's Temporary Accommodation Hub continued to provide practical, relational and whole-family support to families experiencing risk of homelessness or living in temporary, unsuitable or refuge accommodation across Hastings, St Leonards and Eastbourne.

Families living in temporary accommodation often face far more than housing uncertainty. Many are also managing financial pressures, poor physical or mental health, disrupted education, limited cooking and laundry facilities, social and digital isolation, and the emotional impact of living without a secure home. The Hub responds to these interconnected needs by creating a welcoming community space where families can eat together, play, build relationships and access support from trusted staff and partner organisations.

During the year, the service received 105 family referrals, representing at least 294 family members:

66 referrals in Hastings and St Leonards, representing **180** family members.

39 referrals in Eastbourne, representing **114** family members.

A total of 46 families engaged in at least five Hub sessions, exceeding the annual target of 40 families by 15%. This sustained engagement is particularly significant for families whose lives may be unsettled and who can experience practical, emotional and linguistic barriers to accessing services.

The team completed initial and final Whole Family assessments. These assessments helped practitioners understand the needs, strengths and aspirations of the entire family rather than viewing housing, health, finances, parenting and emotional wellbeing as separate issues.

The Temporary Accommodation Hub demonstrates what Whole Family Wellbeing looks like in practice. It does not treat risk of homelessness' challenges as an isolated housing issue. Instead, it considers the safety, relationships, health, financial stability, development and emotional wellbeing of every family member.

By combining practical assistance with trusted relationships, nourishing food, play, peer connection and access to a wider community network, the Hub helps families regain a sense of control and belonging during an extremely uncertain period in their lives.

This year:

96% of families reported improved housing outcomes.

93% of parents and carers reported improved mental wellbeing.

94% of the annual target for providing individual financial or housing support was achieved

118 one-to-one support contacts were delivered, averaging 2.5 personalised support sessions per family, reflecting the complexity of families' needs and the importance of sustained, relationship-based support.

Support included help with housing applications, correspondence, benefits, debts, forms filling, education, parenting, health and accessing essential household resources. The team also worked closely with local authority housing services to help families understand complex processes and make progress towards safer and more suitable accommodation.

The project continues to develop beyond its established evening hub sessions and in response to increasing demand and complexity, families were supported through four complementary routes:

- Face-to-face family Hub sessions
- Individual daytime appointments
- Outreach within temporary accommodation settings
- Telephone, email and remote support

The Hub's role as a community connector remained one of its greatest strengths. During the year, the team recorded at least 184 signposts and referrals to internal FSN provision and external community services:

- **55** connections to FSN's services
- **129** connections to external services and activities

The flexibility enabled the team to respond to families who could not attend a regular group because of distance, transport, health, work, caring responsibilities or anxiety. Outreach also allowed staff to connect with with families who might not otherwise have known what support was available.

The project engaged with 26 community and statutory partners, more than double its annual target of 12. This included housing teams, schools, nurseries, foodbanks, temporary accommodation providers, health professionals, local authority services, voluntary organisations and elected representatives.

These relationships improve referral pathways and ensure that the experiences of families living in temporary accommodation are heard within wider strategic discussions. During the year, the team contributed to meetings and community initiatives relating to homelessness, disability, attendance, lived experience and local housing planning.

Partners spoke positively about the service and its approach. One homelessness prevention professional described how ***FSN provides families with a hot meal while supporting them fully,*** while another partner reflected that ***they were proud to be working with the temporary accommodation hub.***

The warmth and value of the service are reflected in the words of families. One family explained:

"You helped me so much, I didn't know where to turn or what to do or where to start. You helped me get back on track"

Another parent, who had experienced significant family disruption and uncertainty said:

"I have made friends here and you made me feel welcomed"

Case Study

When one mother and her 14-month-old daughter arrived in Eastbourne, they had been uprooted from their home in another county and were living in temporary accommodation, far from the family and friends they had always relied upon. As a single parent, with English as an additional language and no local support network, she faced each day feeling isolated and alone. Their accommodation presented further challenges, including damp, mould and safety concerns that made it difficult to feel settled or secure.

Through regular sessions, community outings and opportunities to spend time alongside other families, mother and daughter gradually built new relationships and became part of a welcoming community. The hub provided a safe and inclusive environment where both could relax, play and simply enjoy being together, while also accessing support from Health Visitors and other partner services. For her daughter, these experiences supported her social, emotional and physical development. For her mother, they offered something equally important: connection, friendship and the reassurance that she was no longer facing life's challenges alone.

As their confidence grew, so did their hope for the future. During their time with the Family Hub, the family secured a permanent home, enabling them to return to a safe environment and reconnect with the family and friends who would continue to support them. Their new home is free from the safety concerns and poor living conditions they had previously experienced, providing a stronger foundation from which both mother and daughter can flourish.

This family's journey reminds us that supporting people living in temporary accommodation is about far more than meeting immediate practical needs. It is about creating opportunities for belonging, reducing loneliness and building trusted relationships that strengthen the wellbeing of the whole family. By bringing together community support, partner agencies and meaningful social connections, the Family Hub helped transform a period of uncertainty into one of renewed confidence, resilience and hope.

6.11 PACT (Parents and Children Together)

PACT supports parents of young children to build confidence, strengthen family relationships and develop practical parenting skills through a combination of group sessions, home visits and tailored one-to-one support. During 2025/26, the programme worked with 16 families, delivering 78 sessions with 296 attendances, helping parents develop the knowledge, resilience and support networks needed to create positive outcomes for their children.

Outcome data from families who completed pre- and post-programme assessments demonstrates the programme's positive impact across every measured area:

88% of families reported improvements in both their social networks and home, money and work circumstances

81% saw improvements in supporting their child's development.

75% experienced improved emotional wellbeing

69% reported increased physical health and greater confidence in keeping their child safe from harm.

Importantly, no families experienced a decline in any outcome area, with all remaining families maintaining their progress.

These outcomes show that PACT is helping families build stronger foundations for the future by reducing isolation, strengthening parenting confidence and creating safe, nurturing home environments where children can thrive.

Case Study – PACT

When Mum first joined PACT, she was living with her own mother and brother, who have complex disabilities. Following a significant change in circumstances, she and her young son moved into temporary accommodation, creating a new chapter for their family but also bringing new challenges.

Her son lives with severe asthma and reflux and is under the care of specialist consultants. Although she had supportive family members, she described feeling extremely isolated, with very few opportunities to meet other parents or access activities for her son.

Initially attending one PACT session each week, the move to a more accessible area enabled her to increase her attendance to twice weekly. Through PACT, she has taken part in Family Learning sessions, local outings and play activities, and has already enrolled in the next Family Learning programme, *Let's Go Play Outside*.

As her circumstances changed, PACT was able to provide seamless support by connecting her with FSN's Temporary Accommodation Hub, Pantry and table sales, as well as signposting her to other local services. This whole-family approach ensured practical support was available alongside emotional and social support.

Over time, the transformation has been significant. The mother has developed meaningful friendships, become an active and confident member of the group, and now readily shares her own experiences and ideas with other parents. She reports feeling far less lonely and more connected to her community.

Her son has also flourished. Through regular opportunities to play alongside other children, he has grown in confidence, developed friendships and enjoys engaging in new activities. Watching him become increasingly sociable and excited to attend sessions has been a rewarding part of the family's journey.

Parent feedback
"Before coming to this group, I didn't know where to go with [my son]. I was so lonely at home all day, every day. [My son] loves coming to play, and I love that I can get him out for a couple of hours and have somewhere to go that's free. I'm even trying to convince my cousin to come along because she doesn't get out either."

This family's journey demonstrates how early intervention, practical support and opportunities to build social connections can reduce isolation, strengthen parental confidence and help both parents and children thrive.

6.12 Family and Adult Learning

Supporting Families to Learn and Thrive

Throughout the year, FSN's Family and Adult Learning programmes continued to strengthen confidence, skills and resilience within our communities. Through a combination of family learning, accredited qualifications and practical workshops, parents and carers developed new knowledge, increased their confidence and strengthened their ability to support their children's learning and development.

Building confidence

Throughout the year, we ask families to reflect on their journey with FSN. Their words tell a powerful story of confidence regained, relationships strengthened and hope restored. These reflections continue to shape how we design and improve our services. The feedback gathered has provided valuable evidence to inform the continued development of the Temporary Accommodation Hub and wider family services, ensuring that future provision continues to reflect the lived experiences of families.

The Fellowship of St Nicholas

Trustees' Report

One of the most innovative pieces of work undertaken this year emerged through our Family & Adult Learning programme and demonstrates our commitment to listening to the voices of the families we support.

Funded through the ESTAR Skills Booster Programme, the project was originally designed to develop participants' literacy skills, specifically speaking with confidence in a group and writing for a specific purpose, both key elements of the Functional Skills curriculum. However, it became much more than a learning activity.

The project was designed and facilitated by our Social Work student, who researched evaluation methods before selecting an approach that would enable families to share their experiences openly and honestly. Using large discussion boards and reflective questions, participants explored their journey with FSN through facilitated group conversations before recording their own thoughts on Post-it notes. The Social Worker student then analysed the discussions and comments, producing an infographic that captures families' experiences and demonstrates how FSN's Whole Family Wellbeing approach supports people at different stages of their lives. The activity enabled participants to reflect on what they had learned, the challenges they had overcome, the support they had received and the personal achievements they were most proud of.

This year:

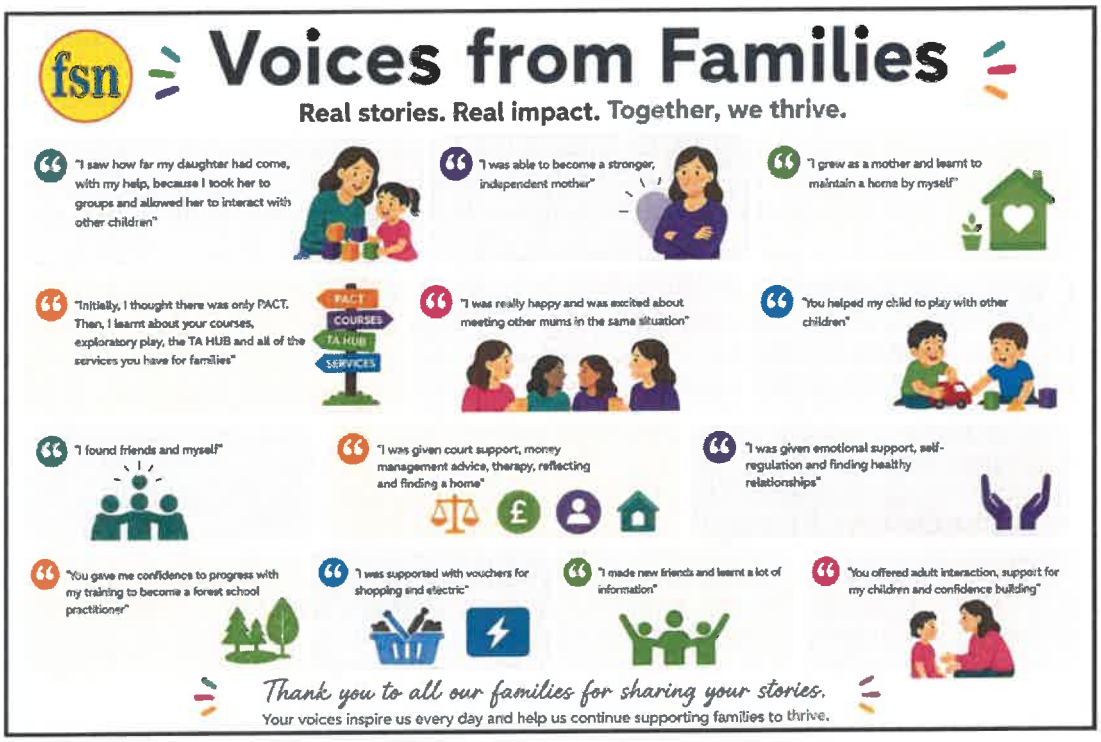
95 Families completed courses and workshops

6 Parents and Carers achieved AQA Unit Awards

41 Parents and Carers completed accredited training courses and workshops

Our programmes not only provide opportunities for learning, but also help reduce isolation, build peer support networks and empower families to create positive, lasting change within their own lives. This year, families told us they had:

- Increased confidence as parents.
- Improved communication within their families.
- Built new friendships and support networks.
- Progressed into volunteering and further learning.
- Developed practical life skills and greater independence.
- Felt heard, valued and supported throughout their journey.



6.13 Our Workforce

This year, an average of 74 dedicated staff members worked across our centres and within community settings to deliver high-quality support for children, young people and families through our wide range of services.

Listening to Our People

One of the highlights of the year was bringing colleagues together from across Fellowship of St Nicholas to help shape our new organisational Mission and Vision. Through a dedicated staff workshop, colleagues from a wide range of services contributed their experiences, ideas and aspirations for the future of FSN.

The workshop revealed a remarkable level of shared purpose across the organisation. Staff consistently described FSN as a trusted, safe and welcoming place for children, young people and families, often supporting people when there is nowhere else to turn. There was strong agreement that our future should continue to be built around community, family, inclusion and empowerment, helping families build confidence, reduce isolation and create opportunities for children and young people to thrive.

The discussions also demonstrated clear alignment between why people choose to work at FSN, why families come to us for support, and what we exist to achieve as an organisation. Themes such as compassion, belonging, hope, safety and nurturing potential emerged consistently throughout the day, contributing the values that continue to shape our culture.

The ideas and feedback generated through the workshop directly informed the development of our new Mission, Vision and organisational Values from 2026 onwards, ensuring they genuinely reflect the voices of the people who deliver our services every day. It was inspiring to see the passion, commitment and care shown by colleagues as they considered not only what FSN stands for today, but the legacy we want to create for children, young people and families in the future.

At FSN, we recognise that our greatest strength is our people. Every day, our staff demonstrate compassion, professionalism and unwavering commitment to improving the lives of children, young people and families. During the year, we invited colleagues from across the organisation to share their experiences through our annual Staff Survey, helping us understand what we are doing well and where we can continue to improve.

68% of our colleagues took part in the survey, providing valuable insight into the culture, strengths and opportunities within FSN.

A Culture of Compassion and Purpose

The survey highlighted a strong and consistent theme of pride in working for FSN. Staff described the organisation as caring, welcoming and supportive, with many referring to a family-like culture where colleagues support one another through both the rewards and challenges of their work.

Perhaps most encouragingly, staff expressed a strong sense of purpose, recognising that the work they do has a meaningful impact on the lives of children, young people and families. Many colleagues told us that seeing families grow in confidence and wellbeing is what motivates them every day. The survey also demonstrated a high level of understanding of FSN's mission, values and the breadth of services we provide, reinforcing our shared commitment to improving outcomes for local communities.

Learning and Growing Together

The survey also provided honest and constructive feedback about areas where we can continue to develop.

Staff highlighted the increasing pressures experienced across some services, particularly within Early Years and SEND provision, where the complexity of needs continues to grow. Colleagues also identified opportunities to strengthen communication across the organisation, ensuring that information, decisions and organisational developments are shared more consistently.

Other priorities included increasing opportunities for professional development, reviewing resources and working environments, strengthening supervision arrangements and continuing to review pay and conditions within the financial constraints facing the charity sector.

We are grateful for the openness with which colleagues shared their experiences. Their feedback reflects a workforce that is committed not only to delivering excellent services, but also to continually improving the organisation for the benefit of everyone who works and receives support at FSN.

Our people are our greatest asset. We recognise that when colleagues feel valued, supported and able to flourish, they are better equipped to make a lasting difference to the lives of those whom they support. Throughout the year, we continued to invest in staff wellbeing, professional development and a positive workplace culture. In recognition of this commitment, FSN achieved the *Silver Wellbeing at Work Award* through East Sussex County Council, reflecting our ambition to create a workplace where everyone can thrive.

The findings from the survey are already shaping our organisational priorities for the coming year. We are strengthening internal communication, reviewing staffing arrangements within key services, investing in learning and development opportunities, improving supervision arrangements and continuing to review our working environments and resources.

Most importantly, the survey reinforced something we have always believed: that the quality of support we provide to children, young people and families is directly linked to the wellbeing of the people who deliver it. By continuing to invest in our staff, we are investing in stronger families, stronger communities and better outcomes for everyone we serve.

6.14 Volunteers

The Power of Volunteering

Our volunteers remain at the heart of The Fellowship of St Nicholas. Throughout the year, volunteers gave an incredible **2,508 hours** of their time, supporting children, young people and families across a wide range of services. Their contribution extends far beyond practical assistance; they provide friendship, encouragement, stability and hope to people at some of the most challenging times in their lives.

Across the year, up to 35 active volunteers supported our work through the St Nicholas Centre, Robsack Centre and community-based services, generously sharing their skills, experience and compassion. Many volunteers also use their time with FSN as a stepping stone towards further volunteering, education or employment, developing confidence and valuable life skills while making a meaningful contribution to their local community.

Volunteering at FSN is about more than giving time; it is about creating opportunities, building confidence and strengthening communities. This year, we have continued to see volunteers grow in confidence, develop new skills and progress into employment and further opportunities, demonstrating the lasting impact that volunteering can have on individuals as well as on the families they support.

Volunteer Survey

This year, we asked our volunteers to tell us about their experience of volunteering at FSN. The survey achieved a 35% response rate, an increase from 23% the previous year, providing valuable insight into the strength of our volunteering programme. The findings reflected the positive culture that exists across the organisation:

- Every volunteer who responded said they felt well supported and received the training they needed

- **93%** described their overall experience as positive
- **85%** said they would recommend volunteering with FSN to others.

Volunteers also spoke about the personal benefits of volunteering:

- **80%** saying it gave them a sense of purpose
- **73%** reporting improved social and communication skills
- **66%** saying it had positively impacted their mental wellbeing.

Our volunteers also recognised the difference they make to others. They described helping people access support, improve their confidence and strengthen their mental wellbeing. Whether welcoming families into the Pantry, supporting children in our nurseries, helping within our Community Hubs, providing administrative support or contributing to our bereavement and wellbeing services, volunteers continue to play an essential role in delivering our Whole Family Wellbeing approach. Their compassion, lived experience and local knowledge enrich our services and strengthen our connection with the communities we serve.

Volunteer Snapshot	
2,508	Volunteer hours contributed
35	Active volunteers supporting FSN across the year*
35	Volunteers engaged across the year
209	Average volunteer hours contributed each month
12	Months of continuous community support

*Volunteer numbers varied throughout the year as individuals joined, completed placements or moved into employment and other opportunities.

Recognising the Value of Our Volunteers

This year, we were delighted to achieve the Investing in Volunteers quality standard for the third consecutive renewal, recognising our continued commitment to providing an outstanding volunteering experience. Following a comprehensive independent assessment involving volunteers, staff, senior leaders and Trustees, FSN successfully met all six national quality areas, demonstrating that volunteering is fully embedded within our vision, values and organisational culture.

The assessment highlighted that volunteers are viewed as valued members of the FSN team, contributing not only their time but also their experience, insight and understanding of the communities we serve. It recognised the strong systems we have in place to recruit, support, develop and celebrate volunteers, together with a culture where volunteers feel listened to, included and empowered to influence the future of the organisation.

One of the most inspiring findings was that many volunteers first came to FSN as service users before choosing to give back by supporting others facing similar challenges. This reflects the strength of our relational approach and the positive impact that trusted relationships can have in empowering people to move from receiving support to becoming active members of their community.

Achieving the Investing in Volunteers standard once again is an important milestone, but it is also a commitment to continuous improvement. Listening to our volunteers remains central to this journey. Feedback from this year's survey has highlighted opportunities to raise the profile of volunteering within our local communities and encourage more people to become involved. As we continue to develop our volunteering programme, we remain committed to ensuring every volunteer feels valued, supported and empowered to make a meaningful difference.

Case Study

(anonymised for confidentiality purposes)

One of our volunteers returned to FSN after being encouraged by their Work Coach to gain experience and rebuild their confidence. Although our volunteer already had administrative skills, he wanted to improve his confidence, reduce anxiety and better understand the expectations of the workplace. As a neurodivergent volunteer, it was important that he received clear communication, encouragement and opportunities that matched his strengths.

During his time with FSN, our volunteer became involved in a variety of community-based activities, including supporting our IT Drop-In sessions, helping service users access digital services such as banking and NHS apps, assisting with Pantry activities and supporting community events. These opportunities enabled him to strengthen his communication skills, increase his confidence and develop a greater understanding of commitment, teamwork and responsibility.

As his confidence grew, our volunteer was encouraged to explore further volunteering opportunities within the local community before successfully securing employment with the Department for Work and Pensions. Throughout this journey, the FSN team continued to provide encouragement, interview guidance and practical support, helping him take the next step into sustained employment.

Reflecting on his experience, our volunteer said:

"I come for encouragement, structure and purpose. I get all three in spades at FSN."

Our volunteer's journey reflects the wider impact of volunteering at FSN. By investing in people, recognising their strengths and providing compassionate support, volunteering becomes more than an act of service; it becomes a pathway to greater confidence, independence and opportunity. This is the essence of our Whole Family Wellbeing approach: empowering people to realise their potential while strengthening the communities they help to serve.

7. Safeguarding

Safeguarding remains at the heart of everything we do at FSN. Whether supporting children in our nurseries, young people attending group programmes, families experiencing adversity or adults accessing our community services, creating safe environments and responding quickly to concerns is fundamental to our work.

During 2025–2026, 134 safeguarding concerns were recorded across our services. While each concern represents an individual child, young person or family requiring support, collectively they provide valuable insight into the challenges being experienced across our communities and enable us to respond proactively to emerging risks.

FSN is supported by an experienced and dedicated Safeguarding Team, who meet weekly to review concerns, provide quality assurance and oversee complex cases. These meetings ensure that safeguarding decisions are robust, consistent and informed by professional curiosity, while maintaining a strong focus on achieving the best possible outcomes for children, young people and families.

Working in partnership remains central to our safeguarding approach. We work closely with statutory agencies, schools, health professionals and partner organisations to share information appropriately, coordinate support and reduce the need for families to repeatedly tell their story. By adopting a coordinated, whole-family approach, we aim to reduce risk, strengthen resilience and help prevent family breakdown wherever possible.

Analysis of safeguarding themes this year highlighted concerns relating to violence, Inappropriate or dangerous living conditions, debt, relationships and family wellbeing as some of the most frequently recorded issues. The breadth of concerns demonstrates the complex and interconnected challenges facing many of the families we support, reinforcing the importance of our Whole Family Wellbeing approach, where practical, emotional and therapeutic support work together to improve outcomes.

Safeguarding is not solely about responding to concerns; it is about creating environments where children, young people and families feel safe, heard and supported. Through continuous learning, effective partnership working and strong governance, we remain committed to ensuring safeguarding continues to underpin every aspect of our work.

At FSN, safeguarding extends beyond responding to concerns; it is about working collaboratively with families, statutory agencies and community partners to create safe, nurturing environments where children can thrive. By adopting a strengths-based approach, we seek to empower parents and carers while reducing barriers that impact family wellbeing.

Safeguarding at FSN

Protecting children, supporting families, building safer communities

134
Safeguarding Concerns Reviewed

Throughout 2025–2026, our Safeguarding Team reviewed 134 safeguarding concerns, ensuring timely assessment, oversight and appropriate action.

Dedicated Safeguarding Meetings

Our multi-disciplinary Safeguarding Team meets every week to review concerns, provide quality assurance and oversee complex cases.

Working Together

We work closely with statutory agencies, schools, health professionals and community partners to coordinate support and improve outcomes for families.

Reducing Risk & Building Resilience

Our Whole Family Wellbeing approach addresses the wider factors affecting families, helping reduce risk while building resilience and long-term stability.

Continuous Learning

Safeguarding themes and trends are regularly reviewed to inform staff development, improve practice and strengthen our services.

Together, we help families thrive.

8. Strengthening Partnerships to Improve Outcomes for our Communities

We know that lasting change cannot be achieved by one organisation alone. Throughout the year, FSN continued to strengthen relationships with local authorities, health partners, education providers, housing services and the voluntary sector to ensure children, young people and families receive joined-up, coordinated support.

As our Whole Family Wellbeing approach developed, partnership working became increasingly central to how we deliver services. We began developing an integrated referral pathway to improve collaboration across our own services, ensuring that families receive the right support at the right time, while reducing duplication and creating a more seamless experience.

During the year, FSN was invited to contribute to a number of strategic partnerships that will help shape services across East Sussex. This included joining the Best Start in Life Board, supporting county-wide discussions around early intervention, and contributing to Early Intervention, Neighbourhood Mental Health and Partnership Plus forums, ensuring the voices of the children, young people and families we support help inform future service development.

Our partnership work also continued to grow locally. Positive feedback on our Temporary Accommodation Hub model resulted in an invitation from Hastings Borough Council to explore further community development opportunities, while collaboration with housing partners, Citizens Advice, Public Health, Integrated Care Board colleagues and fellow voluntary organisations strengthened our collective response to poverty, housing insecurity and health inequalities.

We also expanded partnerships to support children and young people through our work with the Autism in Schools Project, East Sussex Parent Carer Forum, Rother Voluntary Action, St Michael's Hospice, 18 Hours, Rother Voluntary Action, Hastings Voluntary Action, NHS Integrated Care Board, and local education providers. These collaborations have enhanced our knowledge, strengthened inclusive practice and created new opportunities to develop services that respond to the changing needs of our communities.

Looking ahead, the appointment of our Strategic Partnerships Manager marks an important milestone in our ambition to further develop collaborative working, attract sustainable investment and ensure FSN continues to play a leading role in improving outcomes for children, young people and families across Sussex.

9. Equality, Diversity and Inclusion (EDI) at FSN

At FSN, we believe that every child, young person, family, volunteer and member of staff should feel welcomed, respected and valued. Equality, Diversity and Inclusion (EDI) is not simply a policy or a requirement, it is central to who we are and how we work. We are committed to creating services that are accessible, inclusive and responsive to the diverse communities we serve, ensuring that everyone has the opportunity to feel they belong and can thrive.

This year marked an important step forward in strengthening our commitment to EDI. We became signatories to the East Sussex VCSE Alliance Equality, Diversity and Inclusion Charter, demonstrating our shared commitment to embedding inclusive practice, challenging inequalities and continually improving how we support our communities and one another.

We have also strengthened our partnerships beyond our organisation by becoming an active participant in the Rother EDI Forum, working alongside colleagues from across the voluntary, community and public sectors to share learning, champion inclusion and influence positive change across our local communities.

Within FSN, we established our own Equality, Diversity and Inclusion Committee, bringing together staff who are passionate about ensuring EDI remains at the heart of our organisation. The committee provides a dedicated space to listen, learn, celebrate diversity and identify opportunities for continuous improvement. As the committee develops, we look forward to welcoming colleagues from across the organisation to help shape our journey and ensure that a wide range of voices and lived experiences continue to inform our work.

We recognise that building a truly inclusive organisation is an ongoing journey rather than a destination. By listening to our communities, learning from one another and continually reflecting on our practice, we will continue to strengthen an organisational culture where everyone feels safe, valued, respected and able to reach their full potential.

10. Fundraising

The generosity of our supporters continues to play an important role in helping FSN provide vital services for children, young people and families across our communities. We are committed to ensuring that all fundraising activities are carried out responsibly, transparently and with the highest standards of integrity.

FSN is registered with the Fundraising Regulator and adheres to the Code of Fundraising Practice, ensuring our fundraising is legal, open and respectful. During the year, we did not engage any third-party professional fundraising organisations or commercial participators, with all fundraising activity managed directly by the charity.

Our Dragonflies Lottery remains an important part of our fundraising strategy, helping to generate income that supports our Dragonflies bereavement service for children and young people. Every ticket purchased helps us continue providing specialist bereavement support to local families when they need it most.

Protecting and respecting our supporters is central to our approach. We have robust policies in place for managing complaints and safeguarding vulnerable people and are registered with the Fundraising Preference Service, enabling individuals to control how they receive fundraising communications. We are pleased to report that no complaints were received regarding our fundraising activities during the year, reflecting our commitment to ethical and respectful engagement with our supporters.

11. Looking Ahead

As we look towards 2026–2027, we do so with optimism, purpose and a clear ambition to strengthen the lives of children, young people and families across our communities.

This year has laid strong foundations for the future. Through the development of our 2026–2031 Strategy and the formal adoption of our Whole Family Wellbeing approach, we now have a shared vision that brings together every aspect of our work. While our services continue to evolve, our purpose remains unchanged: to ensure that every child, young person and family feels safe, valued, supported and able to flourish.

Over the coming year, we will continue to strengthen early intervention across all our services, recognising that providing the right support at the right time creates the greatest opportunity for lasting change. We will further develop integrated pathways between our programmes so that families experience seamless, joined-up support regardless of where they first come into contact with FSN.

The Fellowship of St Nicholas

Trustees' Report

A significant milestone for the year ahead will be embedding our new organisational values, **SHINE**:

- **Social Justice** – We stand alongside those facing disadvantage and work for fairness and opportunity, promoting dignity and inclusion for all.
- **Honesty and Integrity** – We are open, trustworthy and accountable in all we do, building trust through support that is reliable and consistent.
- **Inclusion** – We welcome everyone and help each person feel seen, valued and included, creating opportunities where people feel they belong.
- **Nurturing Potential** – We encourage growth, build confidence and inspire hope, helping children, young people and families to flourish.
- **Empathy and Kindness** – We listen with care and respond with kindness and respect, offering support that is compassionate, encouraging and understanding.

These values, developed through consultation with our staff, will shape our culture, guide our decision-making and ensure that compassion, inclusion and hope remain at the heart of everything we do.

A key priority will be expanding opportunities for children and young people. We will begin implementing our Young People Strategy, developing new preventative programmes that strengthen identity, belonging, resilience and positive relationships while reducing social isolation and vulnerability. Alongside this, we will continue to strengthen Dragonflies, My Time and our wider family support offer to ensure services remain responsive to the changing needs of our communities.

As demand for our services continues to grow, we will actively explore opportunities to extend our reach across East Sussex. Building on the success of our work in Hastings, St Leonards, Rother and Eastbourne, we will seek to develop new partnerships and sustainable opportunities that enable more children, young people and families to benefit from FSN's approach. Any possible future expansion will remain rooted in our commitment to delivering high-quality, relationship-based services that respond to local need.

Partnership working will remain central to everything we do. We will continue working alongside local communities, schools, health partners, housing providers, voluntary organisations and local authorities to reduce inequalities, strengthen neighbourhoods and ensure the voices of families influence the design of future services.

As we move forward, we remain committed to learning from the people we support. We will continue investing in evidence, evaluation and innovation so that our services are shaped by lived experience and deliver meaningful, measurable outcomes for the communities we serve.

Our vision is ambitious because the challenges facing children and families continue to grow and they deserve to have high aspirations for their future. We remain hopeful. Every day we see the extraordinary difference that compassionate relationships, trusted support and strong communities can make. Together with our staff, volunteers, partners and supporters, we will continue building empowered and hopeful communities where families thrive.

12. A Heartfelt Thank You

Every achievement described throughout this report has been made possible because of people who believe that children, young people and families deserve the opportunity to flourish.

To the children, young people and families who place their trust in us, thank you. Thank you for allowing us to walk alongside you during some of life's most difficult moments and for sharing your stories, experiences and hopes. Your courage inspires everything we do and continually shapes how our services develop.

To our incredible staff, thank you for your professionalism, compassion and unwavering commitment. Every day you create safe spaces, build trusted relationships and demonstrate the values that make Fellowship of St Nicholas such a special organisation. Your dedication changes lives in ways that statistics alone can never fully capture.

To our volunteers, thank you for giving your time, skills and kindness so generously. Whether welcoming families into our Pantry, supporting children in our nurseries, helping within our community hubs or sharing your expertise in countless other ways, you make an extraordinary contribution to our communities.

To our Trustees, thank you for your guidance, wisdom and commitment to strong governance. Your encouragement, challenge and leadership ensure that FSN remains a resilient organisation with a clear vision for the future.

To our funders, commissioners, donors and supporters, thank you for believing in our mission and enabling us to continue responding to the changing needs of our communities. Your investment creates opportunities, strengthens families and helps build brighter futures for thousands of people each year.

Finally, to our partners across health, education, local government, housing and the voluntary sector, thank you for working alongside us. Together we are creating stronger, more connected communities where children, young people and families receive the joined-up support they deserve.

As we look to the future, we remain deeply grateful for everyone who shares our vision. **Together, we will continue creating empowered and hopeful communities where families thrive.**

13. Public Benefit

FSN have referred to the Charity Commission's public benefit guidance when reviewing its aims and in planning future activities to ensure it is supporting disadvantaged children, young people and families by providing funded and free activities and services.

The Fellowship of St Nicholas

Trustees' Report

STRATEGIC REPORT

The trustees, who are directors for the purposes of company law, present their strategic report for the year ended 31st March 2026, in compliance with s414C of the Companies Act 2006.

Transactions and Financial Position

The Statement of Financial Activities on Page 43 shows that expenditure on Unrestricted Funds was met by income and in line with the management policy adopted by the Trustees.

Tangible Fixed Assets of the Charity

The movement in fixed assets during the year is shown on Page 58.

Reserves

The Trustees have examined the requirements for free reserves which are those unrestricted funds not invested in fixed assets.

The aim of FSN's work is for all projects to be sustainable, including an allowance for the cost of relevant core staff time. The cost of projects is monitored on a regular basis through a detailed cash flow forecast up to six months in advance.

The policy of the Trustees is to build reserves to assist towards new projects and to cover any unforeseen expenditure by means of prudent management of investment assets to ensure there is sufficient liquidity available to finance the charity's work at all times. As at 31st March 2026, the general fund (free reserves) amounted to £67,240 whilst other designated reserves amounted to £559,468 and restricted funds to £211,074 totalling £837,782.

Governance and Management

FSN reviews its aims, objectives and activities each year. The review looks at what has been achieved and the outcomes of the work in the previous 12-month period. The review also helps to ensure FSN's aims and objectives remain focused on the stated purpose.

To support this, Trustees undertake visits to the projects and services, speaking to staff and providing reports to the Board along with any recommendations. Trustees additionally monitor the targets of the charity against our five-year strategy. In the last year Trustees agreed that these had been progressed effectively and currently FSN is on track to achieve the strategic goals.

As at 31st March 2026, FSN has a Board of 10 Trustees who have experience and knowledge in areas such as early years, research, Governance, HR, charity accounts, equalities and safeguarding. The Board meet bi-monthly and hold an annual strategic planning day. Trustees with experience and interest also attend Sub-Committee meetings for Finance and Personnel matters. Sub-Committees have delegated authority from the Board to make decisions in support of the organisation.

Major risks and management of those risks

Risk Management

FSN holds a comprehensive risk management plan which is reviewed on a regular basis. This plan considers risks associated with the provision of operational delivery, financial management, Human Resource, compliance, technology and areas of uncertainty.

Financial instruments

Objectives and policies

The charity's activities expose it to a number of financial risks including credit risk, cash flow risk and liquidity risk. The use of financial derivatives is governed by the charity's policies approved by the board of trustees, which provide written principles on the use of financial derivatives to manage these risks. The charity does not use derivative financial instruments for speculative purposes.

Cash flow risk

The charity's activities expose it primarily to the financial risks of changes in foreign currency exchange rates and interest rates. The charity uses foreign exchange forward contracts and interest rate swap contracts to hedge these exposures. Interest bearing assets and liabilities are held at fixed rate to ensure certainty of cash flows.

Credit risk

The charity's principal financial assets are bank balances and cash, trade and other receivables, and investments. The charity's credit risk is primarily attributable to its trade receivables. The amounts presented in the balance sheet are net of allowances for doubtful receivables. An allowance for impairment is made where there is an identified loss event which, based on previous experience, is evidence of a reduction in the recoverability of the cash flows.

The credit risk on liquid funds and derivative financial instruments is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies. The charity has no significant concentration of credit risk, with exposure spread over a large number of counterparties and customers.

Liquidity risk

In order to maintain liquidity to ensure that sufficient funds are available for ongoing operations and future developments, the charity uses a mixture of long-term and short-term debt finance. Further details regarding liquidity risk can be found in the Statement of accounting policies in the financial statements.

FSN's Board members are:

- Judy Rogers – Chair
- Richard Cuff – Vice-Chair
- John French – Treasurer
- Rev'd Martin Harper
- Janet Wyatt
- Roger Elias
- Geoff Longmire

- Mary Osman
- Hayley Thomas
- Nigel Lloyd

FSN President – Mollie Green MBE

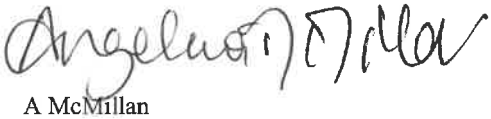
FSN Patrons:

- Andrew Blackman Lord Lieutenant of East Sussex
- Baroness Fookes DBE DL
- The Right Reverend Dr. Martin Warner MA PhD (retired 31.05.26)

Management of the Charity is delegated to the Chief Executive and the staff team. FSN employs 74 members of staff.

During the year FSN received support from an average number of 35 volunteers.

By order of the Board



A McMillan

CEO

Statement of trustees' responsibilities

The trustees (who are also the directors of The Fellowship of St Nicholas for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 its 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 apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, comprising FRS 102 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 business.

The Fellowship of St Nicholas

Trustees' Report

The trustees are responsible for keeping proper accounting records that can 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.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Disclosure of information to auditor

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

Auditors

Auditors are appointed at FSN's AGM. In 2025, the AGM was held on Monday 15th September, at the meeting Mannington's Accountants were appointed as Auditors. FSN's 2026 AGM will be held on Monday 21st September.

The annual report was approved by the trustees of the charity on 21/9/26 and signed on its behalf by:

.....

Cllr. Judy Rogers
Chairman

The Fellowship of St Nicholas

Independent Auditor's Report to the Members of The Fellowship of St Nicholas

Opinion

We have audited the financial statements of The Fellowship of St Nicholas (the 'charity') for the year ended 31 March 2026, which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2026 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 charity 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 charity's ability to continue as a going concern for a period of at least twelve months from when the original financial statements were 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 trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Independent Auditor's Report to the Members of The Fellowship of St Nicholas

We have nothing to report in this regard.

Opinion on other matter 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.

Matters on which we are required to report by exception
In the light of our knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of trustees' responsibilities (set out on page 42 and 43), the trustees 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements
We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Independent Auditor's Report to the Members of The Fellowship of St Nicholas

The detection of fraud and irregularities is a primary consideration of the audit planning and is carried through to the audit completion stage. A risk assessment and preliminary analytical review is undertaken at the planning stage and areas of concern are then built into the audit strategy and testing to ensure sufficient procedures and evidence is obtained to give comfort that material irregularities and potential instances of fraud are detected where possible.

The audit team is briefed regarding any areas or concern, the potential audit risks and consequential impact. The audit team remained vigilant throughout their work and made enquiries of key management personnel throughout. The Fellowship of St Nicholas key management were consulted on any known or suspected breaches in laws and regulations along with misappropriation of funds at both the planning and completion stages of the audit. Due consideration was given to the possible use of management override and this was built into our audit strategy.

The initial risk assessment highlighted a potential show stopper being of non-compliance with Ofsted. The Fellowship of St Nicholas last had an Ofsted inspection in 2026 for 1 of 3 nurseries, the other 2 in 2022 and 2023. There has been no subsequent provisions or reports to indicate this has changed.

The purpose of the preliminary analytical review of the financial statements is to highlight any possible areas of concern to investigate whether the variance is expected or unexpected, based on the information obtained as part of the planning process and the current climate the charity is operating under. Relevant audit tests had then been planned to obtain supporting documentation to ensure that they are within the charitable objectives and no misappropriation of funds by way of fraud, or misstatements. Latest accounts disclosure checklists available are also completed to ensure the accounts comply with the latest reporting framework that is applicable to the charitable company.

There are aspects of the audit which are deliberately unpredictable to assist in the detection of irregularities, such as varying how we test items which are more susceptible to fraud, year on year and by incorporating systematic sampling over the populations tested.

Use of our report

This report is made solely to the charitable company's trustees, 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 charity's trustees 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 its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

R. Walsh

Rowena Walsh FCCA (Senior Statutory Auditor)
For and on behalf of Manningtons, Statutory Auditor

Victoria House
The Moor
Hawkhurst
Kent
TN18 4NR

Date: 13/10/26

The Fellowship of St Nicholas

Statement of Financial Activities for the Year Ended 31 March 2026 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Total 2026 £
Income and Endowments from:				
Donations, legacies and grants	3	11,888	70,883	82,771
Charitable activities	4	240,038	1,415,344	1,655,382
Investment income	5	25,928	-	25,928
Other trading activities	6	213,514	12,578	226,092
Total income		491,368	1,498,805	1,990,173
Expenditure on:				
Charitable activities	7	(389,702)	(1,555,921)	(1,945,623)
Total expenditure		(389,702)	(1,555,921)	(1,945,623)
Gains/losses on investment assets		16,773	-	16,773
Net income/(expenditure)		118,439	(57,116)	61,323
Transfers between funds		10,525	(10,525)	-
Net movement in funds		128,964	(67,641)	61,323
Reconciliation of funds				
Total funds brought forward		1,323,521	446,015	1,769,536
Total funds carried forward	20	1,452,485	378,374	1,830,859

The notes on pages 51 to 68 form an integral part of these financial statements.

The Fellowship of St Nicholas

Statement of Financial Activities for the Year Ended 31 March 2026 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Total 2025 £
Income and Endowments from:				
Donations, legacies and grants	3	11,955	77,186	89,141
Charitable activities	4	250,873	1,171,133	1,422,006
Investment income	5	30,646	-	30,646
Other trading activities	6	224,688	26,270	250,958
Total income		518,162	1,274,589	1,792,751
Expenditure on:				
Raising funds		(1,959)	(7,207)	(9,166)
Charitable activities	7	(492,429)	(1,396,183)	(1,888,612)
Total expenditure		(494,388)	(1,403,390)	(1,897,778)
Gains/losses on investment assets		3,780	-	3,780
Net income/(expenditure)		27,554	(128,801)	(101,247)
Net movement in funds		27,554	(128,801)	(101,247)
Reconciliation of funds				
Total funds brought forward		1,295,967	574,816	1,870,783
Total funds carried forward	20	1,323,521	446,015	1,769,536

All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2026 and 2025 is shown in note 20.

The Fellowship of St Nicholas

(Registration number: 00371615)
Balance Sheet as at 31 March 2026

	Note	2026 £	2025 £
Fixed assets			
Tangible assets	14	924,057	948,620
Investments	15	109,020	92,247
		1,033,077	1,040,867
Current assets			
Debtors	16	18,138	14,966
Cash at bank and in hand		888,335	801,206
		906,473	816,172
Creditors: Amounts falling due within one year	17	(68,691)	(47,503)
Net current assets		837,782	768,669
Total assets less current liabilities		1,870,859	1,809,536
Creditors: Amounts falling due after more than one year	18	(40,000)	(40,000)
Net assets		1,830,859	1,769,536
Funds of the charity:			
Restricted income funds			
Restricted funds	20	378,374	446,015
Unrestricted income funds			
Unrestricted funds		1,452,485	1,323,521
Total funds	20	1,830,859	1,769,536

The financial statements on pages 47 to 68 were approved by the trustees, and authorised for issue on ...21/9/26... and signed on their behalf by:

.....
Cllr. Judy Rogers
Chairman

The notes on pages 51 to 68 form an integral part of these financial statements.

The Fellowship of St Nicholas

Statement of Cash Flows for the Year Ended 31 March 2026

	Note	2026 £	2025 £
Cash flows from operating activities			
Net cash income/(expenditure)		61,323	(101,247)
Adjustments to cash flows from non-cash items			
Depreciation		25,312	28,412
Revaluation of investments		(16,773)	(3,780)
		69,862	(76,615)
Working capital adjustments			
(Increase)/decrease in debtors	16	(3,172)	5,193
Increase in creditors	17	21,188	2,168
Net cash flows from operating activities		87,878	(69,254)
Cash flows from investing activities			
Acquisitions of tangible assets		(749)	-
Net increase/(decrease) in cash and cash equivalents		87,129	(69,254)
Cash and cash equivalents at 1 April		801,206	870,460
Cash and cash equivalents at 31 March		888,335	801,206

All of the cash flows are derived from continuing operations during the above two periods.

The Fellowship of St Nicholas

Notes to the Financial Statements for the Year Ended 31 March 2026

1 Charity status

The charity is limited by guarantee, incorporated in England and Wales, and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

The address of its registered office is:
St Nicholas Centre
66 London Road
St Leonards on Sea
East Sussex
TN37 6AS

2 Accounting policies

Summary of significant accounting policies and key accounting estimates
The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance
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 (FRS 102)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Basis of preparation
The Fellowship of St Nicholas 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.

Going concern
The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

Income and endowments
All income resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Donations and legacies

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then the income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received. At this point income is recognised. On occasion legacies will be notified to the charity however it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Grants receivable

The charity receives local government grants in respect of the provision of childcare facilities. Income from local government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Gifts in kind

Where practicable, gifts in kind donated for distribution to the beneficiaries of the charity are included in stock and donations in the financial statements upon receipt. If it is impracticable to assess the fair value at receipt or if the costs to undertake such a valuation outweigh any benefits, then the fair value is recognised as a component of donations when it is distributed and an equivalent amount recognised as charitable expenditure.

Gifts in kind donated for resale are included at fair value, being the expected proceeds from sale less the expected costs of sale. Where estimating the fair value is practicable upon receipt it is recognised in stock and 'income from other trading activities'. Upon sale, the value of the stock is charged against 'income from other trading activities' and the proceeds are recognised as 'income from other trading activities'. Where it is impracticable to fair value the items due to the volume of low value items they are not recognised in the financial statements until they are sold. This income is recognised within 'income from other trading activities'.

Fixed asset gifts in kind are recognised when receivable and are included at fair value. They are not deferred over the life of the asset.

Donated services and facilities

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

Investment income

Investment income is earned through holding assets for investment purposes such as shares and property. It includes dividends, interest and rent. Where it is not practicable to identify investment management costs incurred within a scheme with reasonable accuracy the investment income is reported net of these costs. it is included when the amount can be measured reliably. Interest income is recognised using the effective interest method and dividend and rent income is recognised as the charity's right to receive payment is established.

Charitable activities

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Other income

Other income includes the conversion of endowment funds into income which arises when capital funds are released to an income fund from expendable endowments or when a charity has authority to adopt a total return approach to its permanent endowment fund. It also includes other income such as gains on disposals of tangible fixed assets.

Expenditure

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

Raising funds

Includes expenses directly related to fund raising, such as advertising a fundraising event.

Charitable activities

Includes expenses involved in the running of charitable projects, such as staff salaries.

Other expenditure

Represents those items not falling into the categories above.

Governance costs

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees meetings and reimbursed expenses.

Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Tangible fixed assets
Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation and amortisation
Individual fixed assets costing £500 or more are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Freehold Property	1% straight line
St Nick's Nursery & Training Centre	1% straight line and 10% straight line
St Leonards Children's Centre	10% straight line
Fixtures, fittings and equipment	20% straight line
Computer equipment	33.33% straight line
Motor vehicles	25% straight line

A property, The Robsack Centre, is managed by the charitable company. It is leased from Hastings Borough Council, on a 30 year lease ending on 18 January 2033, in order to enable the charity to further develop the effectiveness of its charitable work.

Impairment of fixed assets
Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying amount. Where the carrying amount exceeds its recoverable amount , an impairment loss is recognised in profit or loss unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

Fixed asset investments
Fixed asset investments, other than programme related investments, are included at market value at the balance sheet date. Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the Statement of Financial Activities in the period of disposal.

Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the Statement of Financial Activities based on the market value at the year end.

Trade debtors
Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents
Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors
Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Borrowings
Borrowings are classified as current liabilities unless the charity has an unconditional right to defer settlement of the liability for at least twelve months after the reporting date.

Concessionary loans include those payable to a third party which are interest free or below market rates and are made to advance charitable purposes. Where the loan is repayable more than one year, the loan is initially measured at fair value and the charity has adopted the policy that no provision is made for impairment or amortisation subsequently.

Employee benefits
When employees have rendered service to the charity, short term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

Fund structure
Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes unrestricted income funds are general funds that are available for use at the trustees discretion in furtherance of the objectives of the charity.

Designated funds compose unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donors or which have been raised by the charity for particular purposes. The cost of rasing and administering such funds are charged against the specific fund. The aim and use of each specific fund is set out in the notes to the financial statements.

Pensions and other post retirement obligations

The charity operates a defined contribution pension scheme which is a pension plan under which fixed contributions are paid into a pension fund and the charity has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised in the Statement of Financial Activities when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

3 Income from donations and legacies

	Unrestricted funds General £	Restricted funds £	Total 2026 £
Donations and legacies;			
Donations from companies, trusts and similar proceeds	11,888	70,883	82,771
	11,888	70,883	82,771

	Unrestricted funds General £	Restricted funds £	Total 2025 £
Donations and legacies;			
Donations from companies, trusts and similar proceeds	11,955	77,186	89,141
	11,955	77,186	89,141

4 Income from charitable activities

	Unrestricted funds General £	Restricted funds £	Total 2026 £
Private Fees	222,365	-	222,365
ESCC - EYEE	-	1,002,889	1,002,889
ESCC	17,673	123,511	141,184
ESCC - Enhancing Inclusive Practice	-	9,091	9,091
PCN/CCG	-	99,281	99,281
PCN Health Coach	-	75,063	75,063
National Lottery Community Fund - RC London & SE Region - Ref: 20229789	-	105,509	105,509
	240,038	1,415,344	1,655,382

	Unrestricted funds General £	Restricted funds £	Total 2025 £
Private Fees	249,801	-	249,801
ESCC - EYEE	-	721,136	721,136
ESCC	-	143,071	143,071
ESCC - Enhancing Inclusive Practice	-	27,273	27,273
ESCC - Rejuvenate	-	50,000	50,000
PCN/CCG	-	99,367	99,367
PCN Health Coach	-	66,456	66,456
National Lottery Community Fund - RC London & SE Region - Ref: 20229789	-	60,764	60,764
Various other	1,072	3,066	4,138
	250,873	1,171,133	1,422,006

5 Investment income

	Unrestricted funds General £	Total 2026 £	Total 2025 £
Interest receivable and similar income;			
Interest receivable on bank deposits	20,156	20,156	25,147
Other income from fixed asset investments	5,772	5,772	5,499
	25,928	25,928	30,646

6 Other trading activities income

	Unrestricted funds General £	Restricted funds £	Total 2026 £
Project fees and rents	191,666	-	191,666
Other trading activities	21,848	12,578	34,426
	213,514	12,578	226,092

	Unrestricted funds General £	Restricted funds £	Total 2025 £
Project fees and rents	204,506	-	204,506
Other trading activities	20,182	26,270	46,452
	224,688	26,270	250,958

7 Expenditure on charitable activities

	Note	Unrestricted funds Designated £	Unrestricted funds General £	Restricted funds £	Total 2026 £
Running expenses		-	252,901	224,985	477,886
Governance costs	8	-	6,580	2,000	8,580
Staff costs	11	-	110,237	1,323,608	1,433,845
Depreciation of tangible fixed assets		11,392	8,592	5,328	25,312
		11,392	378,310	1,555,921	1,945,623

	Activity undertaken directly £	Activity support costs £	2026 £
Total expenditure	1,920,311	25,312	1,945,623

	Note	Unrestricted funds Designated £	Unrestricted funds General £	Restricted funds £	Total 2025 £
Running expenses		-	269,061	274,623	543,684
Governance costs	8	-	2,429	5,691	8,120
Staff costs	11	-	192,526	1,115,869	1,308,395
Depreciation of tangible fixed assets		16,721	11,692	-	28,413
		16,721	475,708	1,396,183	1,888,612

	Activity undertaken directly £	Activity support costs £	2025 £
Total expenditure	1,860,199	28,413	1,888,612

8 Analysis of governance and support costs

Governance costs

	Unrestricted funds General £	Restricted funds £	Total 2026 £	Total 2025 £
Audit fees				
Audit of the financial statements	5,062	1,539	6,601	6,000
Accountancy fees	1,518	461	1,979	2,120
	6,580	2,000	8,580	8,120

9 Net incoming/outgoing resources

Net incoming/(outgoing) resources for the year include:

	2026 £	2025 £
Audit fees	8,580	8,120
Depreciation of fixed assets	25,312	28,413

10 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

11 Staff costs

The aggregate payroll costs were as follows:

	2026 £	2025 £
Staff costs during the year were:		
Wages and salaries	1,263,980	1,204,740
Social security costs	122,236	76,007
Pension costs	22,631	20,896
Other staff costs	24,998	6,752
	1,433,845	1,308,395

The monthly average number of persons (including senior management / leadership team) employed by the charity during the year was as follows:

	2026 No	2025 No
Staff	74	74

No employee received emoluments of more than £60,000 during the year.

Key management personnel remuneration in the year totalled £67,180 (2025 - £93,793).

12 Pension and other schemes

Defined contribution pension scheme

The charity operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £22,631 (2025 - £20,896).

13 Taxation

The charity is a registered charity and is therefore exempt from corporation tax.

14 Tangible fixed assets

	Freehold property £	Improvements to property £	Furniture and equipment £	Motor vehicles £	Computer equipment £	Total £
Cost						
At 1 April 2025	902,360	587,983	63,468	34,910	44,766	1,633,487
Additions	-	-	-	-	749	749
At 31 March 2026	902,360	587,983	63,468	34,910	45,515	1,634,236
Depreciation						
At 1 April 2025	457,846	92,366	63,468	26,422	44,765	684,867
Charge for the year	7,050	9,670	-	8,488	104	25,312
At 31 March 2026	464,896	102,036	63,468	34,910	44,869	710,179
Net book value						
At 31 March 2026	437,464	485,947	-	-	646	924,057
At 31 March 2025	444,514	495,617	-	8,488	1	948,620

15 Fixed asset investments

	2026	2025
	£	£
Other investments	109,020	92,247

Other investments

	Listed investments	Total
	£	£
Cost or Valuation		
At 1 April 2025	92,247	92,247
Revaluation	16,773	16,773
At 31 March 2026	109,020	109,020
Net book value		
At 31 March 2026	109,020	109,020
At 31 March 2025	92,247	92,247

The market value of the listed investments at 31 March 2026 was £109,020 (2025 - £92,247).

There were no investment assets outside of the UK.

The income, expenses, net gains and losses attributable to the charity's finanacial instruments are summarised as follows:

Financial assets measured at fair value through net income 2026 - £16,773 gain (2025 - £3,780 gain).

16 Debtors

	2026	2025
	£	£
Trade debtors	10,988	10,881
Prepayments	5,943	4,085
Accrued income	22	-
Other debtors	1,185	-
	18,138	14,966

17 Creditors: amounts falling due within one year

	2026	2025
	£	£
Trade creditors	21,493	26,607
Other creditors	38,618	11,296
Accruals and deferred income	8,580	9,600
	68,691	47,503

18 Creditors: amounts falling due after one year

	2026	2025
	£	£
Other loans	40,000	40,000

Included in the creditors are the following amounts due after more than five years:

	2026	2025
	£	£
After more than five years not by instalments	40,000	40,000

Other loans after five years

It has come to the attention of FSN after the Balance Sheet date that it is unlikely that the loan will ever need repaying. Further information will be known in due course.

19 Related party transactions

During the year Trustees have made donations without conditions totalling £100 (2025 - £440) no other related party transactions occured.

The Fellowship of St Nicholas

Notes to the Financial Statements for the Year Ended 31 March 2026

20 Funds

	Balance at 1 April 2025 £	Incoming resources £	Resources expended £	Transfers £	Other recognised gains/(losses) £	Balance at 31 March 2026 £
Unrestricted funds						
General						
General Fund	117,208	491,368	(378,310)	(110,132)	16,773	136,907
Designated						
Property Fund	1,031,313	-	(11,392)	10,657	-	1,030,578
Project Development Fund	50,000	-	-	50,000	-	100,000
HR Reserve	100,000	-	-	-	-	100,000
Early Years Fund	25,000	-	-	25,000	-	50,000
Digital Investment Fund	-	-	-	35,000	-	35,000
	1,206,313	-	(11,392)	120,657	-	1,315,578
Total unrestricted funds	1,323,521	491,368	(389,702)	10,525	16,773	1,452,485
Restricted funds						
PACT	24,290	99,281	(87,854)	-	-	35,717
Greenway Nursery	986	379,196	(377,312)	-	-	2,870
St Nicks Nursery	2,585	391,040	(391,898)	-	-	1,727
St Nicholas Centre	1,882	161,005	(163,019)	132	-	-
Silverdale Nursery	3,200	244,659	(247,827)	-	-	32
Dragonflies	115,676	85,528	(83,257)	-	-	117,947
Childcare Fund	2,260	-	(380)	-	-	1,880
Millennium Committee	15,486	-	-	-	-	15,486
Nursery Improvement Fund	183,285	-	(5,328)	(10,657)	-	167,300
TA Project	41,445	107,539	(134,820)	-	-	14,164
Enhancing Inclusive Practise	2,048	9,091	(11,139)	-	-	-
Youth	18,637	10,966	(26,663)	-	-	2,940
Community Learning	-	10,500	-	-	-	10,500
Capital Account	1,815	-	-	-	-	1,815
Holiday Space	5,996	-	-	-	-	5,996
Rejuvenate	26,424	-	(26,424)	-	-	-
Total restricted funds	446,015	1,498,805	(1,555,921)	(10,525)	-	378,374
Total funds	1,769,536	1,990,173	(1,945,623)	-	16,773	1,830,859

The Fellowship of St Nicholas

Notes to the Financial Statements for the Year Ended 31 March 2026

	Balance at 1 April 2024 £	Incoming resources £	Resources expended £	Transfers £	Other recognised gains/(losses) £	Balance at 31 March 2025 £
Unrestricted funds						
General						
General Fund	112,229	518,162	(477,667)	(39,296)	3,780	117,208
Designated						
Property Fund	1,048,738	-	(16,721)	(704)	-	1,031,313
Project Development Fund	50,000	-	-	-	-	50,000
HR Reserve	60,000	-	-	40,000	-	100,000
Early Years Fund	25,000	-	-	-	-	25,000
	1,183,738	-	(16,721)	39,296	-	1,206,313
Total unrestricted funds	1,295,967	518,162	(494,388)	-	3,780	1,323,521
Restricted						
PACT	13,569	99,367	(88,646)	-	-	24,290
Greenway Nursery	-	249,913	(248,927)	-	-	986
St Nicks Nursery	(5,996)	268,294	(265,709)	5,996	-	2,585
St Nicholas Centre	29,474	167,079	(194,671)	-	-	1,882
Robsack Centre	9,600	-	(9,600)	-	-	-
Silverdale Nursery	-	227,939	(224,739)	-	-	3,200
Dragonflies	155,410	1,277	-	(41,011)	-	115,676
Childcare Fund	2,135	833	(708)	-	-	2,260
Millennium Committee	15,486	-	-	-	-	15,486
Nursery Improvement Fund	183,285	-	-	-	-	183,285
TA Project	90,537	94,302	(143,394)	-	-	41,445
Mental Health & Bereavement	(15,392)	62,761	(88,380)	41,011	-	-
Enhancing Inclusive Practise	9,619	27,273	(34,844)	-	-	2,048
Youth	63,454	6,201	(51,018)	-	-	18,637
Community Learning	9,828	19,350	(29,178)	-	-	-
Capital Account	7,811	-	-	(5,996)	-	1,815
Holiday Space	5,996	-	-	-	-	5,996
Rejuvenate	-	50,000	(23,576)	-	-	26,424
Total restricted funds	574,816	1,274,589	(1,403,390)	-	-	446,015
Total funds	1,870,783	1,792,751	(1,897,778)	-	3,780	1,769,536

The Dragonflies fund relates to donations received to support the ongoing sustainability of the Dragonflies project providing support to children and their families experiencing bereavement and pre bereavement.

The Childcare fund can be used to alleviate short term effects of disadvantage and poverty for families accessing FSN projects.

The Millennium Committee is a restricted fund to be used to support FSN's work.

The Nursery Improvement Fund relates to capital that was raised for the nursery building in 2015, this has been reduced each year since by depreciation.

The fund balances carried forward for 'Capitals Accounts' are all running costs that will be spent within the 2026/27 financial year.

The designated property fund held within unrestricted funds is to be used for works required to the buildings FSN owns or lease.

21 Analysis of net assets between funds

	Unrestricted funds		Restricted funds	Total funds at 31 March 2026
	General	Designated		
	£	£	£	£
Tangible fixed assets	647	756,110	167,300	924,057
Fixed asset investments	109,020	-	-	109,020
Current assets	135,208	559,468	211,797	906,473
Current liabilities	(67,968)	-	(723)	(68,691)
Creditors over 1 year	(40,000)	-	-	(40,000)
Total net assets	136,907	1,315,578	378,374	1,830,859

	Unrestricted funds		Restricted funds	Total funds at 31 March 2025
	General	Designated		
	£	£	£	£
Tangible fixed assets	8,775	748,971	190,874	948,620
Fixed asset investments	92,247	-	-	92,247
Current assets	103,689	457,342	255,141	816,172
Current liabilities	(47,503)	-	-	(47,503)
Creditors over 1 year	(40,000)	-	-	(40,000)
Total net assets	117,208	1,206,313	446,015	1,769,536

22 Analysis of net funds

	At 1 April 2025 £	Financing cash flows £	At 31 March 2026 £
Cash at bank and in hand	801,206	87,129	888,335
Debt due after more than one year	(40,000)	-	(40,000)
Net debt	761,206	87,129	848,335

	At 1 April 2024 £	Financing cash flows £	At 31 March 2025 £
Cash at bank and in hand	870,460	(69,254)	801,206
Debt due after more than one year	(40,000)	-	(40,000)
Net debt	830,460	(69,254)	761,206