



The Eikon Charity

# Annual Report and Financial Statements 2020/21




**Inspiring  
young people,  
transforming  
lives**

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# Chair and CEO's overview of the year



We will remember 2020/21 as a year when The Eikon Charity had to respond to significant challenges on many fronts. Children and young people were among those worst affected by the COVID-19 pandemic. Many suddenly found themselves locked down in confined and often difficult situations, with little or no outside support. Isolation can have a significant negative impact on a young person's wellbeing and mental health, and we saw a dramatic spike in the number of children and young people needing our support.

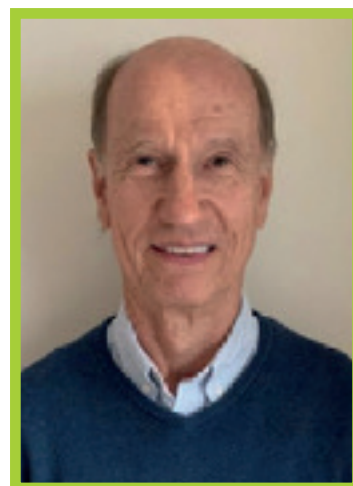
Faced with this tidal wave of need, we were overwhelmed by the sheer level of dedication, creativity, and innovation our employees and volunteers displayed to connect with at-risk young people, including providing meals, dropping off Easter eggs, walking dogs when restrictions allowed, and creating a unique virtual youth club environment. Our employees and volunteers made many personal sacrifices and devoted themselves wholeheartedly to the cause of supporting young people throughout an exceptional and unprecedented year.

Despite the additional challenges brought by the pandemic, we worked extremely hard to drive forward the formation of a new alliance of providers to change the face of emotional wellbeing and mental health services for children and young people in Surrey. A new service, which came into effect on 1 April 2021, is specifically designed to prevent the development of wellbeing issues and spot them early on when they do emerge.

One of the key things we have taken away from the past year is the knowledge that when we pull together, with a shared vision, we can achieve remarkable things. We were heartened to hear both employees and volunteers say that, despite working remotely for the first time, the Eikon team has never felt more like a family. We are determined to carry this positivity and connectivity forward.

As we look forward with a renewed vision and mission and clear strategic priorities, the demand from children and young people for our services has never been greater. While maintaining our commitment to providing a relational approach, we must continue to be innovative, adaptable and flexible in how we work. Recognising that we will need to live with increased ambiguity and uncertainty, at least for the immediate future, we will navigate the challenges ahead of us in the most positive, constructive, and supportive way we can.

We have never known a more challenging year in Eikon's 26 years of supporting young people. Frankly, we would not have made it through without the invaluable support, generosity, and kindness of our supporters and volunteers. At a time when our work has never been more important and in demand, they have enabled us to be there for many, many young people living in incredibly difficult circumstances. We extend our sincere gratitude and thanks to everyone who supported Eikon in 2020/21.



*N Goddard*

**Nigel Goddard**  
Chair of Trustees



*Chris Hickford*

**Chris Hickford**  
Chief Executive

# Our year at a glance

During an incredibly challenging year, right across the charity we worked hard to adapt our services and develop innovative ways to continue supporting children and young people.

**We:**

Led the formation of a new alliance of providers to deliver a new **Emotional Wellbeing and Mental Health** service for children and young people in Surrey



Despite school closures, our youth specialists continued to provide high-quality preventative and personalised support, both face-to-face and remotely, including targeted welfare calls

They supported almost **900 children**



Made SMART Schools, Head Smart and Smart Moves resources available for free online, giving **thousands** of students,

teachers and parents access to the valuable programmes while learning at home



Launched an innovative **virtual youth club** (EikOnline) providing a safe online space for young people during the pandemic



Created a **social media community** to provide **wellbeing support** to young people online and reach some of those without access to our services



Moved our successful Surrey Heath **LGBT+** youth club, IAmMe, online and took the opportunity to make it available to young people country-wide

Provided one-to-one **mentoring services** at three schools, continuing to support young people whether that was online, by phone, or face-to-face



Recruited **20 new employees** to drive forward Eikon's work for children and young people



Our income grew by

**38%**

thanks to a strong fundraising performance



Together with income from contracts, this meant we could spend

**£2,001,891**

across our services to give vulnerable young people the resilience needed to overcome the challenges they face



# About The Eikon Charity

## The need has never been greater

For most young people, the pressure of exams, school, relationships, and just working out 'who am I?' is challenging enough. But, without a strong support structure, these 'normal' pressures can lead to feelings of isolation and despair. When you put this against a backdrop of further uncertainty fuelled by global challenges such as the climate emergency and COVID-19 pandemic, and structural injustices such as those highlighted by the #MeToo and Black Lives Matter movements, it's not hard to understand why so many children and young people are finding it difficult to cope.

2020/21 was an unprecedented year, with children right across the UK facing levels of disruption that could never have been predicted. Notwithstanding the challenges that children and young people may have already been facing, the COVID-19 pandemic added the sudden closure of schools, family bereavements and social isolation into the mix. Here in Surrey, thousands of young people found themselves in an increasingly vulnerable position, with many of them needing our services and resources more than ever before.

Perhaps expectedly, mental health was a key issue for children and young people during the year, but particularly so for those already at risk.

In fact, the Children's Commissioner's report, *Childhood in the Time of COVID*, suggested that 'emotional difficulties were consistently elevated among children from low-income backgrounds during lockdown compared to those from higher income households'. It highlights that, six months into the pandemic, children in low-income households were 70% more likely to be in a household where the parent-child relationship had diminished. The report also states that 80% of young people with a history of mental health problems felt the pandemic had made their mental health worse.

In 2019 it was estimated that 2.3 million children in England were living with risk because of a vulnerable family background, and 829,000 of these were 'invisible' to services. The research was not repeated in 2020/21, but predictions that this number will only have increased during the pandemic are unlikely to be overstated. In Surrey alone, a projected 38,360 children live in a household where at least one of the 'toxic trio' of substance misuse, domestic abuse or mental ill-health is present. The Children's Commissioner believes that *'these numbers are likely to have swelled' during the pandemic, 'fuelled by families locked down in close quarters for weeks and months.'*

1. <https://www.childrenscommissioner.gov.uk/report/childhood-vulnerability-in-england-2019/>

2. <https://socialcare.today/2020/09/30/feature-childhood-vulnerability-caused-by-coronavirus/>

3. <https://www.childrenscommissioner.gov.uk/vulnerable-children/local-vulnerability-profiles/>

4. <https://www.childrenscommissioner.gov.uk/wp-content/uploads/2020/09/cco-childhood-in-the-time-of-covid.pdf>

*"The closure of schools, reduced physical activity and wider family stress as well as the loneliness caused by the inability to see friends is expected to have had a severe impact on some children's mental health"*

Anne Longfield, Children's Commissioner for England

## Helping Surrey's young people to thrive

Our core mission is to empower and support young people in Surrey to have the wellbeing and resilience they need to thrive.

We do this by building meaningful relationships with young people and providing them with someone they can turn to when they need help to be well. We enable them to take responsibility for their own wellbeing, finding the inner resources they need to be resilient through the challenges they face.

By working with individuals, families, schools, and communities, we help them make the most of their strengths and the resources around them, developing nurturing networks that are dedicated to support and care. We work collaboratively with young people and their support networks on the design and delivery of our services to ensure they are as effective and impactful as they can be.

For example, the monthly EikOnline Influence Hub is a focus group for young people to discuss the current issues they are facing, the support they need and how Eikon can meet these needs. It is facilitated by a youth worker, but the conversation and activities are led by the young people who take part. This vital input helps shape what our services will look like in the future.

Through engagement with Eikon, young people are supported to improve their school results, set and achieve their own goals, and become more confident and able to tackle the challenges they face. It prevents unnecessary harm, and even saves lives.

Thanks to the amazing efforts of our employees, volunteers, trustees, and partners, in 2020/21

94% of the young people we supported reported a positive change in their life and progress towards achieving their goals.

We are rightly proud of the huge impact we know we have on young lives, but we want many more children, young people, and schools to have access to the support we provide. Our investment in growth during the year shows our commitment to making that happen, but to do so we continue to rely on the generosity of donors, fundraisers, and volunteers.

### Cameron's story

Cameron worked with Eikon for three years after he came to our attention because of the difficulties he was facing with friendships, social skills, and crippling anxiety. Cameron has autism spectrum disorder and was living with a parent who struggled somewhat with home life. As a result, he was experiencing neglect.

In Year 8 at the time, Cameron's severe anxiety had prevented him from attending school trips or taking part in any social clubs. Thanks to dedicated support from the Eikon youth specialist team, he was able to attend his first ever off-site trip to an outdoor learning centre. He began to take part in different clubs and courses arranged by Eikon within his school and, as a result of his growing confidence, he ultimately became a regular volunteer at these clubs. Cameron left school with a good GCSE in English, something his school had not predicted, and is now doing well at college.

# Activities and performance

## Schools

### Whole-school approach to wellbeing (SMART Schools)



We worked directly with **7** Surrey schools to provide the webinar ***Supporting your Child's Wellbeing***



**158** **parents and teachers** took part and went away with a better understanding of the factors affecting wellbeing and practical ways to support children in their care

### Wellbeing ambassadors (Head Smart)



The wellbeing ambassador programme was downloaded by **12** secondary schools and **18** primary schools in Surrey

The programme reached more than **800 students**, equipping these young people with knowledge about mental health and practical activities to promote positive wellbeing in their school



## Resilience resources (Smart Moves®)



Eikon has produced the **Smart Moves® programme** which helps pupils successfully manage the transition from primary to secondary school



It was downloaded **497 times** by schools and organisations working with young people across the country (including Surrey), helping more than **40,000 pupils**



**The Irish Society for the Prevention of Cruelty to Children** adopted Smart Moves® as a resilience resource that it will roll out to schools across the **Republic of Ireland**



Smart Moves® has also been downloaded across the world including by schools in **Canada, Germany, Romania and Nigeria**

Smart Moves® has also been used by **NHS mental health support teams, educational psychologists**, and numerous **borough and county councils** and **SEND and behavioural support teams**



## Schools' needs analysis

We are committed to working in partnership with our local communities. In June and July 2020, we undertook a schools' needs analysis in Surrey to understand how we could best support schools with emotional wellbeing and mental health.

Our intention was to build a clear picture of how Surrey's schools were supporting the wellbeing of their young people, families and staff to understand their needs, what support they were accessing, what worked well, and where the gaps were.

The analysis had been part of our plans for several months, but with the arrival of the first national lockdown it became critical for us to find out how we could effectively partner with schools to address the urgent need for wellbeing and mental health support. A questionnaire was completed by 171 schools across Surrey, and interviews were conducted with 25 key decision makers.

Key issues that schools identified were pupil anxiety, resilience, motivation after long gaps in education during lockdown, transition, anxiety about academic gaps, re-establishing relationships and friendships, trauma, and self-esteem.

# 63%

of staff members reported a need for external support to manage safeguarding concerns, the increase in pupil mental health issues, and their own wellbeing

# 54%

said they wanted to see more support with universal wellbeing and mental health teaching for all pupils

# 80%

said they needed external support to enable families to better support their children's wellbeing and mental health

# 80%

agreed or strongly agreed that 'in order to deal with the immediate effects of COVID-19 on our pupils' wellbeing and mental health, we would benefit from support from external organisations'

When asked 'What are the main issues that your school will need support with when pupils return in September?' 90% of respondents said 'anxiety' and 70% said 'resilience'.

From the responses, it became clear that schools needed the most support with delivering wellbeing and mental health awareness teaching, as well as with small-group and one-to-one support. Schools also told us that COVID-19 had highlighted the need to refocus on and build mental health and wellbeing into the core curriculum – an opportunity for schools to take a fresh look at the way they manage wellbeing, including creating a culture where it is seen as a part of everyone's role.

The findings were instrumental in informing our work within schools during the year. This included developing a series of webinars for parents to support them with managing their child's anxiety, teach them about the teenage brain, and help their child manage the transition to secondary school.

The insight gained has been incorporated into our new strategy and will help us in further developing the services and resources we can offer through our programmes.

## Whole-school approach to wellbeing (SMART Schools)

Our innovative educational initiative, SMART Schools, supports Surrey state schools in transforming their approach to wellbeing. We work with school leadership teams to encourage them to reflect on and change the way they think about wellbeing across their entire school population.

During 2020/21 the pandemic meant that access to schools was not possible for part of the year, and the priority for many schools was to provide an online learning provision and offer emotional support to both parents and students during a time of unprecedented disruption and uncertainty.

We worked flexibly to provide schools with personalised levels of support and resources, depending on their own assessment of their school community's needs.

We also created a wide range of SMART Schools resources, including our live Supporting Your Child's Wellbeing webinars, and made them available to all schools via our website, offering resources and support to help parents and teachers to manage both their children's and their own wellbeing.

Through these webinars we reached 158 parents and teachers across seven Surrey schools; the overwhelming majority of participants reported a much greater awareness of the factors affecting wellbeing and a better understanding of practical ways to support the children in their care.

*"Fantastic presentation with the right amount of detail, theory and practical suggestions. Definitely do more of them please!"*

Feedback from attendee of the parent webinars



## Wellbeing ambassadors (Head Smart)

Our peer-led wellbeing ambassador programme, Head Smart, trains students to become advocates for wellbeing within their schools.

Eikon provides short training sessions based around the Five Ways to Wellbeing developed by the New Economics Foundation and educates and equips young people with awareness and knowledge about mental health, as well as practical activities to promote positive wellbeing among their peers.

In 2020/21 we created additional online resources and provided downloadable wellbeing ambassador training for schools to use with their students when it wasn't possible to deliver the training in person. Due to the restrictions in place, Head Smart was made available as a free download, with accompanying training video, allowing students to access the programme while learning at home.

By linking up with other local providers, we are able to leverage a whole range of skills and expertise to support our work. During the year, the University for the Creative Arts collaborated with wellbeing ambassadors (Years 7 and 8) from Farnham Heath End School to explore different ways to promote mindfulness through art. Their work was shared with the wider school and in a 'mindful eating' assembly focused on paying attention to what and when we eat to help us make better choices and avoid overeating.

The online Head Smart programme was downloaded by 30 schools during the year, and we estimate that more than 800 students will now benefit from access to peer supporters who are armed with an increased understanding of mental health and ready to make use of practical activities to promote positive wellbeing in their school.

*"I liked the community feeling and how they explained the tasks really well... it tied it all into the element of wellbeing very well."*

**Student feedback**





## Resilience resources (Smart Moves®)

Eikon's Smart Moves® project is a programme of short sessions initially designed to support young people experiencing anxiety in their transition from primary to secondary school (Years 6 and 7). It is based on the Resilience Framework developed by Professor Angie Hart and Dr Derek Blincow, with help from Helen Thomas and a group of parents and practitioners. It offers small learnable skills ('smart moves') that help students increase their personal resilience and prepare themselves for the change ahead. Independent research carried out by Royal Holloway, University of London in 2018 showed Smart Moves® delivered significant improvement to young people's resilience.

In spring 2020, in response to the COVID-19 pandemic, we made Smart Moves® available as a free download to increase accessibility for pupils during school closures. This increased our reach significantly, as other organisations working alongside schools to support children during the pandemic also made use of this valuable resource.

We also developed a brand new parent webinar to complement the Smart Moves® booklets, aimed at supporting parents to really understand how to embed some of the Smart Moves® resilience activities at home. The Irish Society for the Prevention of Cruelty to Children also adopted Smart Moves® as a resilience resource that it will roll out to schools across the Republic of Ireland.

In what was already such a challenging year for young people, we are incredibly proud to have been able to make the transition to secondary school easier for more than 40,000 students, in Surrey and beyond. Our Smart Moves® resources are used by over 80% of Surrey schools and across 30 different counties in the UK. While the programme is targeted at children in this specific stage of their life, the vital skills they develop will continue to help them manage their resilience as they move through secondary school and into adulthood.

We continually work with schools and communities to improve our services and, in response to school feedback, in March 2021 we began revising the booklets to better reflect young people's needs post-lockdown, including adding more information on online resources.

## Youth specialist programme

Eikon's youth specialists are fully qualified youth work or education professionals working in secondary schools on a full or part-time basis. An integral part of our work in Surrey's schools, they become embedded within the school community and as such are an invaluable resource for identifying at-risk young people. During the year they provided support in five schools across the county: Broadwater, Farnham Heath End, Kings College, Three Rivers Academy and Fullbrook.

Youth specialists help students to set goals and identify the steps they'll need to take to achieve them, while also supporting them to manage their behaviour and mental health. Despite the school closures brought about by the pandemic in 2020/21, our programme continued to provide students with high-quality preventative and personalised support, both face-to-face and online. This included one-to-one mentoring, targeted group programmes, support and advice for students and staff, and lunch clubs.

Our garden projects also provide a peaceful and restorative space that young people can seek out when they are feeling stress and pressure. Many young people have reported that taking part in our gardening activities helps to improve

their mood, reduces symptoms of depression and anxiety, and increases their confidence and motivation. It is a place where young people's efforts result in a real sense of achievement, boost confidence and self-esteem, and can lead to employment opportunities.

Residential opportunities and educational trips and outings will return once COVID-19 restrictions allow.

Our youth specialists also made targeted welfare calls to students, with the number of students receiving these increasing each month. By early March 2021, when pupils returned to school, the number of referrals for support had doubled since the previous year.

We are immensely proud that, during the year, Eikon's youth specialists helped around 900 children achieve their goals, building confidence and personal resilience, encouraging them to develop healthy ways to cope with life's stresses and, crucially, to believe in themselves. Having a trusted person to turn to and knowing they need to take responsibility for their own wellbeing means these young people are better equipped to live well in the face of any challenges they may encounter.



## Mentoring

Our one-to-one mentoring services at Collingwood College, Kings College and Farnham Heath End School continued to support young people during 2020/21 – online, by phone, and face-to-face in school. The programme aims to equip young people with the tools they need to improve their resilience and prevent emotional and mental health problems from escalating.

Throughout the pandemic, young people have continued to struggle with issues such as anxiety, bereavement, family breakdown, poor mental health, and behavioural problems. Through encouragement and challenge, our mentors supported young people to achieve their goals by helping them to develop positive relationships at home, reduce anxiety, and improve and sustain academic performance by assisting with any school-based issues.

In March 2021 we began recruiting to increase our team of mentors to 40 in the next 12 months. The new mentors will all bring valuable personal experience including teaching, training, coaching and counselling, which will directly help in their roles supporting young people.

*"I feel privileged being able to mentor young people when they don't feel comfortable opening up and talking. Sometimes, you are the only person who is actually there to listen to them, and the only person who they feel they can trust and be completely honest with. To be allowed into their personal life is a real honour and to watch them grow in themselves is an amazing thing to see."*

**Volunteer mentor**

*"I've learnt to think more through my problems and come up with a solution rather than panic over them. I've felt a lot more comfortable about myself and more confident."*

## Early intervention coordinators

Early intervention coordinators began working in three secondary schools and three special schools across the Weydon Multi-Academy Trust in 2020/21, delivering one-to-one mentoring support, targeted programmes, and lunch clubs for students.

Our first cohort of early intervention coordinators for 2021 began their one-year fixed-term contract on 1 February, funded by Surrey health and local authority commissioners. Feedback from school staff has been extremely positive, and young people have engaged well with the support offered.

## Children's wellbeing practitioners

In 2020 two trainee children's wellbeing practitioners (CWPs) embarked on a postgraduate certificate in Low-Intensity Psychological Interventions for Children and Young People at the University of Sussex.

They were recruited as part of the Children and Young People's 'Improving Access to Psychological Therapies' programme, which has a heavy emphasis on early intervention. While the trainee practitioners completed their course, they offered support to young people in primary and secondary schools as part of their university placements, working alongside youth specialists to extend their knowledge and share their learning with young people.

The trainees provided low-intensity interventions for children and young people experiencing symptoms of low to moderate anxiety and low mood, and workshops for small groups on a variety of topics, including healthy eating, sleep, hygiene difficulties, managing anxiety, low mood, and exam stress.

We were delighted that both trainees from 2020/21 accepted permanent positions with Eikon following completion of their training.

*"Being selected for the CWP training through Eikon was incredible – there were so many applicants and it felt like such an achievement. The CWP programme came at a perfect time for me, helping me to realise my career goals after finishing university, with the added bonus of being able to do it as part of a charity setting.*

*Of course, working in schools during my training proved to be a little challenging because of COVID-19. However, once restrictions lifted it became easier to make connections with staff and students and I soon settled in well at my placement school.*

*The team at Eikon are extremely passionate, as well as being really friendly and approachable. My favourite part of the CWP role is empowering the young person or parent to have that 'light bulb moment', where they are able to take control of their wellbeing and can see a clear way forward to reaching their goals."*

**Anna Watson,  
Children's Wellbeing Practitioner**



## Communities



Online youth club **EikOnline** launched, giving young people a safe online space during the pandemic



Support for the **LGBT+** community was protected during the pandemic and our reach increased by moving our successful youth group **IAmMe** online



### EikOnline

Our innovative online youth club, EikOnline, was launched in October 2020, thanks to funding from the National Lottery Community Fund, and provided a safe online space for young people during the pandemic. During the year we ran four online sessions per week, from Monday to Wednesday, for six months.

All the sessions were designed to help young people connect to each other during lockdown, combatting feelings of isolation, and covered a range of topics, including gender stereotypes, self-care, periods, peer pressure, gossip, social isolation, relationships, trust, and communication. One young person with anxiety was able to run her own group session, during which she educated other attendees about her heritage and culture. Activities included a spring photography challenge, live cook-alongs, and a virtual Easter egg hunt.

We also launched the EikOnline Influence Hub, where we sought the voices of young people on numerous aspects of our service offering. Hearing what young people have to say and involving them in the development of our services is a key part of how we operate.

In addition, we created a social media community aimed at creating a safe space for young people using new channels and allowing us to reach some of those without access to our services. We provided wellbeing support to young people through social media by posting videos, live sessions, and reels. Subjects included smoking, body image, wellbeing and mental health, LGBT+ rights, fake news, school, and nature and how we can experience it virtually. Young people also participated in the creation of posts and developed leadership skills through a youth-led project on our relationship with nature.

## LGBT+

Young LGBT+ people are among the most marginalised and are three times more likely to self-harm and twice as likely to contemplate suicide as their non-LGBT+ peers, according to a survey carried out by Just Like Us between December 2020 and January 2021.

Eikon continued to offer dedicated support to the young LGBT+ community in Surrey, albeit with many of our services moving online as a result of the pandemic.

As we moved our successful Surrey Heath LGBT+ youth club, IAmMe, online, we took the opportunity to make it available to young people across the whole county. Moving online allowed us to reach a wider group of LGBT+ young people and, in response, the number of young people attending grew, with 19 sign-ups and 15 regular attendees. We recruited one new volunteer to reflect this growth and ensure we could offer the right level of support.

At a time when they were isolated from friends and most other sources of support, IAmMe online proved to be a lifeline for these young people. Several highlighted it as the most beneficial Eikon activity for them, commenting on how it enabled them to interact with likeminded people and talk openly and inclusively, reducing isolation and anxieties and ultimately boosting their confidence and self-esteem.

An LGBT+ WhatsApp group was also set up, monitored by Eikon employees, to allow young people to chat outside the youth club sessions and reach out for help if needed. The group had 20 members, with some preferring to use this platform to share their concerns rather than join face-to-face or online sessions.

5. <https://www.justlikeus.org/single-post/lgbt-pupils-twice-as-likely-to-contemplate-suicide>



## Targeted support

During the periods of national lockdown, we were able to set up targeted telephone calls for our most vulnerable young people on a one-to-one basis. We targeted the children and young people who we predicted would suffer the most through the pandemic, and we were able to check in on them and offer one-to-one support.

At such an uncertain time, simply providing young people with someone to talk to proved a vital tool in protecting their wellbeing and mental health.

*"I feel happier and better in myself having been to a group session. It's a refreshing change to be in an accepting environment."*

IAmMe group member





## Emotional Wellbeing and Mental Health Services Contract

### Mindsight partnership



From 2016 Eikon played a crucial role in the delivery of the Mindsight Surrey Child and Adolescent Mental Health Services (CAMHS). We were the charity sector lead on the Mindsight partnership, which aimed to increase the offer of early interventions to children and young people, ensuring they find the right help at the right time.

During 2020/21, the final year of this contract, we continued to support young people who were demonstrating milder symptoms of mental ill-health, such as severe anxiety, loneliness, and disruptive behaviour at school (levels one and two). Those young people with higher-level needs (levels three and four) were supported through referral to more clinical interventions within Surrey and Borders Partnership NHS Trust.

Over the course of the Mindsight partnership, we saw referrals increase from 600 in 2016/17 to over 3,000 during 2020/21. While we worked directly with some of these young people, our network of specialist partners allowed us to help thousands more over the course of the contract.

We are incredibly proud of the difference we were able to make to young people's lives through the Mindsight partnership across the five years. However, we know there is more we can do, working proactively and collaboratively with other providers, and we are delighted to be a central part of the county's new emotional wellbeing and mental health alliance.

## Mobilisation of Surrey's new Emotional Wellbeing and Mental Health service

We are acutely aware that even after 26 years, we still operate alongside a public sector system that does not work well for young people. But we see possibilities to transform both our organisation and the system we work within – a system that must change collaboratively if it is going to be the change that is needed.

The COVID-19 pandemic brought with it many challenges that simply could not have been predicted but, despite this, teams across the charity dedicated themselves during the year to driving forward the formation of a new alliance of providers to bid for, and win, the contract to deliver a new Emotional Wellbeing and Mental Health (EWMH) service for children and young people in Surrey.

Eikon is a founding member of the Surrey Wellbeing Partnership (SWP), through which we bid for the contract alongside our partner organisations, including Barnardo's, the East to West Trust, Emerge, Learning Space, Leatherhead Youth Project, the Matrix Trust, the National Autistic Society, Peer Productions, Relate West Surrey, Step by Step Partnership Ltd, Surrey Care Trust and YMCA East Surrey.

We are incredibly proud to be part of this ground-breaking alliance and service that has the potential to completely transform wellbeing services for children. It is an absolutely critical part of our new strategy and provides us with the ideal vehicle to work more collaboratively with other local providers to realise our vision for young people in Surrey and achieve our mission.

Coming into force in phases from 1 April 2021 and replacing the previous CAMHS, the new service is based on a belief that children and young people should have a voice in decisions about their care. It will offer flexible, needs-led options and more opportunity for young people to access advice and help in the local community. By focusing on creative and innovative ways of working, it will promote and support prevention and early intervention and over time will reduce the number of children and young people experiencing poor emotional wellbeing and mental health.

As part of the new service, we also deployed training during the year for the newly designed High Hopes Programme – an outdoor activity course for young people and their families to help improve communication, emotional wellbeing, resilience, and self-esteem.

*"We share the commissioners' passionate belief that easily accessed, high-quality support for children, young people and their families results in a better quality of life for all concerned. We are therefore utterly determined to achieve this in Surrey by building on the strong foundations, relationships and good work that already exist and by making sure that children and young people are supported quickly, in schools and their communities, as their need emerges."*

**Chris Hickford,**  
Eikon Chief Executive Officer  
and Director of the SWP

# Development department

## Fundraising

As a charity we want all young people in Surrey to thrive, and to have the wellbeing and resilience they need to do so. With the number of children needing help on the rise, we recommitted ourselves to increasing our capacity, so that every young person in Surrey has someone to be there for them.

Therefore, over the year we continued to invest in fundraising, creating two new part-time roles to grow support from major donors and from individual giving and fundraising activities.

Our goal is to grow our voluntary income sustainably to enable an equally sustainable growth in the number of children and young people we support. All evidence points to a further increase in demand for our services.

In the short to mid-term, it's vital that we continue to invest in fundraising to pay for existing and new support and services. In the long term, through our emphasis on collaboration, prevention and early intervention, we would expect to see a reduction in the number of children and young people who find themselves needing crisis support.

## Marketing

It's vital that our fundraisers have adequate time to invest in attracting resources. To support them in telling Eikon's story and articulating our valuable work in a clear, compelling way, we will create a dedicated marketing post in 2021/22.

More specifically, the new role will enable us to support frontline employees to be creative and innovative in developing new resources, increase awareness of our work and the needs of children and young people, and communicate effectively with all our stakeholders.

**Thank you!**

**Our heartfelt thanks go to all the organisations and individual donors who continued to support us during the pandemic, allowing us to continue investing. An annual donation from Peter Wilson was particularly instrumental in enabling us to invest in the Development department and enable the charity's continued growth.**



## Ethical fundraising

We receive generous support from individuals and organisations who share our vision of empowering and supporting young people in Surrey to have the wellbeing and resilience that they need to thrive. We strive to meet or exceed the expectations of all our donors, funders and fundraisers, ensuring that everything we do is open, honest, respectful, fair and legal.

We are registered with the Fundraising Regulator, follow the Code of Fundraising Practice, and are committed to the Fundraising Promise. In 2020/21 we were fully compliant with the regulator's codes. We received no complaints during the year.

We do not use third-party professional fundraisers, and never engage in practices such as telephone, door-to-door, or other face-to-face fundraising methods.

We did not work with any commercial participators during the year.

All our fundraising policies are reviewed every two years by the board of trustees.

## Vulnerable people

In recruiting employees, fundraisers, and other volunteers, we look for people who will be able to identify vulnerability in someone they are in contact with. This is crucial to us as a charity that works with children and young people, many of whom are vulnerable.

All employees and volunteers undergo compulsory safeguarding training, which helps them to consider what vulnerability means, to recognise it, and to take action to protect vulnerable young people.

This also helps them recognise vulnerability in someone in a fundraising context, whose financial, mental, or age-related capacity to donate or fundraise may mean we need to treat them as a vulnerable adult.

Our fundraising/giving software system allows us to flag individuals as vulnerable and ensure they are not contacted with any requests for financial support.



## Fundraising highlights 2020/21

We are immensely grateful to all the donors, fundraisers, funders, volunteers, and employees who supported Eikon during the year, allowing us not only to survive the COVID-19 pandemic but to thrive, despite the many challenges it brought us. Their vital support ensured we could continue to have a positive effect on young lives throughout Surrey.

The financial impact of the pandemic will be felt for many years to come and may have an even greater impact on our fundraising in 2021/22. It is only with the continued support of those who so generously give their time and money that we will be able to carry on making a difference.



**£60**  
One hour of counselling  
with a practitioner



**£231**  
One day of a youth specialist's time,  
to provide much-needed support  
for three young people individually,  
as well as two group sessions



**£75**

One lunch club  
in a school



Evie Pyman's  
big bike ride

## Evie's big bike ride for iCan 100

Over summer 2020, supporters took part in Eikon's iCan100 virtual challenge, where they were invited to run, walk, swim, hike, or cycle 100 miles, either on their own or as part of a team, to raise £100 for Eikon.

Our youngest iCan100 competitor and top fundraiser was Evie Pyman, aged six, who set herself a challenge to cycle 100 miles in eight weeks and raise £100. She started with a six-mile ride on 19 June, and by day two had already exceeded her fundraising target. Evie's parents, grandparents and school friends took it in turns to accompany her on rides. She completed her challenge on 13 August with a balloon tied to her helmet and raised £1,190.

## Roller-skiing in Cobham

Because of pandemic restrictions, Eikon supporter Hakan Erixon was unable to travel to Sweden to take part in the 90-km cross-country ski race Vasaloppet, as he usually would. Instead, in March he donated what would have been his travel costs and race entry fee to kick off his fundraising efforts and took to the streets of Cobham on his roller-skis, covering 36 laps of a 2.5-km circuit of his local area. Hakan exceeded his fundraising target, raising £2,790 for Eikon.

## Nick de Boer's quarantine marathon

Nick, who is from Surrey but is currently studying at Cornell University in the United States, decided to use his two-week hotel quarantine to raise money for Eikon. After measuring his hotel room with a ruler, he set off, documenting his laps via a livestream, with friends and family offering virtual support from all over the world. 5,340 laps, 26.2 miles and nine hours later, Nick had raised £1,094 for Eikon.

## 2.6 Challenge

The 2.6 Challenge was set up in April 2020 in response to the cancellation of many fundraising events due to the COVID-19 pandemic. People were invited to choose any challenge related to 2.6 or 26 (the number of miles in a marathon), to raise money that had been lost as a result of the London Marathon not going ahead. Young people and adults alike took part in the event for Eikon, raising £5,000 towards our 2020 London Marathon income.

## The Borrows Charitable Trust

The Borrows Charitable Trust has generously supported us since 2016, with specific support for safeguarding. This was an area of increasing focus in 2020/21, with the dramatic surge in young people needing our help. The grant from the Trust enabled important safeguarding initiatives such as SafeWatch and SafeLink to be put in place in 2020/21, building on previous foundations and provision.

SafeWatch is a new and higher level of monitoring young people's safety and managing our response to those young people. SafeLink is our new model to ensure that safeguarding principles and practice fully support our employees and volunteers working on the frontline with young people and is now fully embedded in our service delivery teams.

In autumn 2020, Eikon submitted a self-assessment of our safeguarding practice to the statutory safeguarding authorities for valuation. We were delighted to receive a sound endorsement from Surrey Police and Surrey's Children's Services.

## The Big Give

In 2020 we took part in The Big Give Christmas challenge for the first time. We successfully raised £20,000 in online donations, which was matched by one of our major donors and our Big Give Champion, Four Acre Trust, which supports children's and youth projects run by smaller charities. The money enabled our youth specialists to offer 1:1 and group support for young people in schools.

## Community Foundation for Surrey

The Community Foundation for Surrey supported our delivery of services for young people. In total, we received £75,000 from the Foundation in this period.

- £50,000 was used to enable Eikon and seven partners to see more children under the Mindsight Surrey CAHMS service
- £5,000 was targeted at general COVID support and was used to support salaries
- £10,000 was used to support the Youth Specialist Programme, funding salary shortfall in this area
- £10,000 was used to fund weekly LGBT+ work in Surrey

## Legacies

During the year we received a significant legacy of £126,000, kindly left by Peter Alexander. The intention during 2021/22 is for the trustees to consider how to use this legacy to help ensure the long-term future viability of the charity.

*"Eikon has played a major role in our school improvement journey by complementing the hard work of teachers, ensuring that children know their worth, and by providing essential early intervention work in social skills and emotional regulation that would otherwise have hindered their progress."*

Anna Wallis, Vice Principal,  
Kings College, Guildford



## National Lottery Community Fund



The onset of the pandemic heightened the need to expand our digital delivery. We secured funding for our online youth club, EikOnline, which launched in October 2020 and enables us to reach out to more children and young people safely.

The £100,000 Coronavirus Community Support Fund grant, distributed by the National Lottery Community Fund, has enabled a lasting legacy of improved digital capabilities that will benefit children and young people beyond the life of the project.

## Corporate

**Delivered Social** kindly supported our social media strategy and delivery pro bono. Their support helped us to communicate our valuable work with children and young people to a much wider audience.

**Bupa Staines** nominated Eikon as their local charity and also recommended us for funding from the Bupa Foundation. We were successful in securing a £5,000 unrestricted COVID-19 response grant from the Foundation and a further £3,000 unrestricted funding later in the year.

We continue to work with Bupa Staines to develop more ways for their employees to engage in fundraising and volunteering for Eikon. They have also helped connect us to specific wellbeing and mental health partners to support our work.

**Amber Employment Services** nominated Eikon as its charity of the year in 2020. This involved raising funds, giving pro bono recruitment support, and volunteering.

We are very grateful to **Big Yellow Self Storage** in Camberley for their continued support in donating us free storage space.



# Volunteering

Volunteers are vital to the successful delivery of our services. During the year, over 50 volunteers worked across our programmes and supported us with fundraising. Looking ahead, we plan to review our volunteering strategy to extend the services of volunteers even further and make an even bigger difference to the lives of children and young people.

## Volunteer gardeners

Our 'Hopes and Dreams' Garden at Fullbrook School and the garden at Kings College, Guildford provided a welcome respite for young people during the pandemic. Our volunteer gardeners maintained the gardens throughout the year and created opportunities for students to extend their learning and get involved, through lunch and after school gardening groups.

Our volunteer gardeners also created a new 'wellbeing in nature' newsletter for schools, to support Mental Health Awareness Week in conjunction with visits to the garden.



## Young leaders

Our young leaders are invaluable in supporting the youth specialists in the planning and delivery of lunch clubs at Fullbrook School. These include games and fun activities to improve student friendships, self-esteem and wellbeing. The young leaders help to engage new students by building peer relationships with them and encouraging them to try new things.

## Volunteer mentors

We are currently training and recruiting new mentors, with the aim of having 40 mentors working across Surrey schools by the end of 2021/22. They all receive extensive training, are carefully matched, and meet with their assigned young person for an hour each week to motivate, guide and support them towards achieving positive goals and developing key life skills. Our volunteer mentors are all over the age of 18 and come from various backgrounds.

During the pandemic they continued to provide support online, through phone calls and by meeting young people face to face in outside spaces.

*"The value of the Eikon mentors cannot be placed into words. Having someone who can invest time and afford a student who may be struggling for whatever reason an ear to listen, means that Eikon remains one of the most important provisions that we have at Collingwood. I am sure that it is equally rewarding and valuable to the mentor, to know that their support and advice may just be the crucial difference for a young person."*

**Jamie Cleary, Senior Assistant Principal, Collingwood College**



*"I have addressed many different issues from a wide range of pupils referred to this programme over the last five years and know how vital it is. Mentoring is much appreciated by the schools and pupils, and will be especially so in the near future following severe disruption to education after lockdowns. I enjoy mentoring as it is very rewarding to see gradual, developing improvements in pupils, as a result of nurturing them and helping them face their situations."*

**Volunteer mentor**

# Support services



Our support services are instrumental in the smooth running of the charity, ensuring we have the right people in the right place at the right time, with the equipment, systems and facilities in place to safely support young people. During 2020/21 our whole infrastructure had to be adapted due to COVID-19 and, in spite of the challenging environment, we continued to respond to the needs and concerns of young people across Surrey.

## People

### COVID-19

It is well documented that the pandemic meant a significant increase in workload for HR practitioners, and this was no different for Eikon. The Coronavirus Job Retention Scheme had to be understood quickly. We used it to furlough employees who could not move to online working and delivery. COVID-19 risk assessments had to be undertaken and situations adapted depending on circumstances; working from home and online had to become the new normal. Employee wellbeing was front of mind as everyone learnt to navigate life during a pandemic.

### Restructure

Our new strategy, the mobilisation of a new Emotional Wellbeing and Mental Health service and the impact of the pandemic prompted us to look at our organisational structure. We wanted to ensure strong lines of accountability, while at the same time encouraging greater collaboration in the way we work. This resulted in a new organisational structure designed to better support us in achieving our ambitions and commitments. The HR team was instrumental in supporting the changes in the months leading up to 1 April 2021, when the new structure was put in place.

### Recruitment

During the year, we grew significantly. In line with our plans to ensure that more children and young people have someone to turn to when they need help, we developed new services and created several new roles to bring more passionate and talented people into the charity in 2021/22.

As we look forward to 2021/22, we continue to be committed to making our employee and volunteer experience the best it can be, including completing a full review of our support and supervision framework and our reward and remuneration structure. We will also implement a new performance management structure, closely linked to our new strategy, as well as offering further bespoke training and development plans.

## Safeguarding

With a complete review of our policies and procedures in 2020, we improved our protection of young people at risk of harm by fully embedding our reporting and safety assessment processes within our team. This will ensure that we work towards increasing young people's safety, through a solution-focused approach.

In autumn 2020 we submitted our first self-assessment to Surrey's Children's Services and Surrey Police for evaluation. The feedback to Eikon was a positive endorsement of our safeguarding standards.

In March 2021 we undertook our first internal safeguarding audit, SafeWeek, seeking feedback from our employees and volunteers about their knowledge and understanding, confidence and compliance around safeguarding processes and procedures. Outcomes from this audit indicated effective understanding and application of safeguarding policies and procedures across Eikon, with employees and volunteers expressing confidence in implementing these processes within their practice and feeling well supported by both line managers and the Designated Safeguarding Leads (DSL).

To resource our safeguarding commitment to young people, Eikon expanded the DSL into a full-time role.

We are committed to continually improving safeguarding, and further developments during the year included establishing a cross-organisation SafeLink team to promote and embed safeguarding as everyone's responsibility and working to establish processes to ensure 'the voice of the child' is represented throughout our work.

## IT

With remote working quickly becoming normal practice during COVID-19, the demand for IT support inevitably increased. The new technical support model established in 2019/20 is now firmly embedded and working well. We also recruited an IT volunteer to further build our IT capabilities.

## Data and reporting

Our data analyst, appointed in January 2020, worked hard to simplify our data capture and reporting requirements through 2020/21. In the year ahead we will be working to improve our efficiency, approach to data capture, and reporting capability to help us demonstrate our impact more clearly. During the year we also appointed an external data protection officer, who will work with us in the coming year to complete a data protection impact assessment. We will focus on impact and quality right across the charity and have appointed a manager to help make this happen.

## Finance

During the year the use of our financial software was further developed to improve internal financial reporting, such as improved departmental management reporting. Going forward, we have identified other improvements we want to make to our internal reporting to ensure that finance supports the growing reporting requirements of the expanding charity.

# Plans for the future

The impact of the COVID-19 pandemic on our operations and finances, along with the increase in demand for our preventative, early interventions, and our ongoing commitment to building a collaborative network of charity and statutory partners, led us to complete a thorough review of our strategy in 2020/21.

Despite our activity, progress and growth in this period, we continue to be ambitious as we look to the future, while also being aware that there is much more to do. We will continue to build on the successes we saw in the year, driving further improvements to create a greater positive impact on the lives of even more children and young people.

Our approach will be targeted and centred on the specific needs of young people and their families. We will also further influence improvement and transformation in other services and systems surrounding young people in Surrey.



## New strategy



### Vision:

for all young people in Surrey to thrive

### Mission:

to empower and support young people in Surrey to have the wellbeing and resilience they need to thrive

We believe that if we empower and support young people to be emotionally well and resilient, and enable people around them to provide effective support, it is more likely that their wellbeing, emotional health, quality of life and ultimately long-term prospects will improve.

The goals that will support us achieve this change are:

#### Young people have someone who will be there when they need help

Eikon employees and volunteers

Peer support at school or in youth groups

Improved relationships at home

#### Young people are empowered to find the inner resources to be resilient and to stay well

Support to achieve their goals

Practical tools to cope with life's stresses

Building confidence and self-esteem

#### Families, schools and communities are enabled to provide a network of support and care around young people

Collaboration with other services

Support services for teachers and parents

Involving communities and young people in the design of our services

## Delivering for young people

### Performance and quality

We will select and implement a more robust and transparent method of measuring and reporting on our impact, using a logical framework. This will fully capture performance data and the qualitative impact we have on young people's wellbeing and resilience. Developing a performance and quality framework that allows us to measure, monitor and evaluate our outputs and outcomes is a strategic priority. We will be developing the organisation to do this, creating more robust plans and actions for the voice of young people and for equality, diversity, and inclusion across the charity.

### Emotional Wellbeing and Mental Health service

In 2021/22 we will deliver services as part of an innovative alliance of national and local partners who have come together to transform emotional wellbeing and mental health services for young people in Surrey. We will collectively implement the iTHRIVE Framework for system change, which aims to improve outcomes for children and young people's mental health and wellbeing. We will do this by focusing on prevention, early help and giving children and their parents or carers advice to help them choose the kind of support that will work best for them - and support them to access it. The services Eikon will deliver as part of the new EWMH contract include both tried-and-tested ways of working and new approaches. All the support we provide will empower more young people and their families across Surrey to thrive.

As we have for many years, we will continue to strive to create systemic change, where:

- Early intervention is the central organising principle around which the entire system is designed
- Young people don't have to wait for professional, high-quality support
- All services are relational, founded on compassionate and trusting relationships between young people and professionals

### Developing services

We deliver services in schools and communities, both face to face and online. In the year ahead we plan to further scale, develop, and integrate these services across the charity in order to stay relevant and at the cutting edge of practice. We aim to find innovative approaches to support young people's wellbeing and resilience, drawing on the latest research and evidence of what works. We will bring young people together and involve them in the design of our services. We will focus on equality, diversity, and inclusion, and we will further develop our use of volunteers to support children and young people.



## Developing our organisation

### Better use of technology

The ways in which we use technology will be an important consideration in our organisational development. With the right infrastructure, we will be better positioned to overcome unexpected challenges in the future. In 2021/22 we will be reviewing our use of technology as well as further developing our capability across the organisation.

### Fundraising and development

Growing and diversifying our income streams is a high priority for Eikon. We plan to continue our journey to build a more sustainable development operation by making further investments. Establishing a marketing function will allow us to tell Eikon's story and explain how we help children, in a clear, compelling way. This will not only free up our fundraisers to work entirely on identifying new sources of much-needed income but will also help us reach children and young people, and their parents and carers, more effectively.

### Business processes

Our focus is on supporting and empowering young people and their families to have the best possible experience. In 2021/22 we will be working to improve our infrastructure to support us in achieving our sustainable growth plans, including strengthening internal systems and processes across the charity to make our operation more efficient and increase productivity.

## Supporting people

### Employees and volunteers

We want to ensure we have organisational conditions that allow our employees and volunteers to thrive. Prioritising this means that our employees and volunteers are in the best possible position to support our young people and their families. In 2021/22 we aim to provide an improved employee and volunteer experience, including completing a full review of our reward and remuneration structure, updating our support and supervision framework, and improving how we communicate and collaborate across teams. We propose to implement a more robust performance management structure, linked to our strategy, as well as more training and development plans for both employees and volunteers.

### Training and development

Effective leadership is fundamental to creating the right conditions for success. In the year ahead we will support our people to develop their leadership capabilities, as part of our commitment to provide bespoke learning and development plans.



# Governance, structure and management

## Legal and administrative information

### Trustees and directors

#### Current serving trustees

- Nigel Goddard, Chair
- Anneke de Boer
- Richard Folland, Vice-Chair
- Julie Gillis (appointed 16 May 2020)
- Helen Johnston
- Richard Moseley
- Michael Pyman
- Rebecca Wakefield (appointed 7 May 2020)
- Ian Watson
- Sarah-Jane Watson (appointed 16 February 2021)
- Kevin Young, Finance Trustee

#### Trustees who also served in the year

Nigel Blair MBE (resigned 15 September 2020)

### Chief Executive Officer

Chris Hickford

### Charity number

1109190

### Company number

5402398

### Registered name

The Eikon Charity  
Commonly known as Eikon

### Registered address and operational office

Selsdon Road, New Haw, Addlestone, Surrey  
KT15 3HP

### Website

[www.eikon.org.uk](http://www.eikon.org.uk)

### Auditors

Brewers Chartered Accountants, Bourne House,  
Queen Street, Gomshall, Surrey GU5 9LY

### Bankers

CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill,  
West Malling, Kent ME19 4JQ  
Barclays Bank plc, Town Gate House, Church  
Street East, Woking, Surrey GU21 1AE

### Solicitors

Blandy & Blandy LLP, 1 Friar Street,  
Reading, Berkshire RG1 1DA

## Trustees

We are committed to understanding and adopting best practice in the governance and management of the charity, but we are not complacent, and we continually seek to improve.

The board of trustees is responsible for the strategic direction, governance, and performance of the charity. It approves the strategy, the annual plan and the budget, and monitors performance through a key performance indicator framework and monthly management accounts. It meets four times a year, together with the Chief Executive Officer and other senior management as appropriate. We have a dedicated finance trustee, a risk champion, and trustees with oversight for safeguarding and health and safety. The board develops its understanding of the needs of our beneficiaries by inviting young people or their representatives to address it at most meetings.

The board had three committees supporting its work during 2020/21:

- The fundraising committee meets at least twice a year
- The audit and finance committee meets at least once each year
- The governance and risk committee meets at least twice a year and considers a rolling governance review at every meeting

Committees are chaired by a trustee, with membership consisting of other trustees, employees, and co-opted specialist volunteers. In addition to the above, trustees also participate in the annual safeguarding and HR reviews.

Key discussions at board meetings during 2020/21 focused on our response to COVID-19, safeguarding children and young people, strategy, financial position, fundraising strategy and performance, charity governance via a rolling review programme, risk management and the annual report and accounts.

Trustees are appointed by the existing members of the board for an initial three-year term, upon completion of which they can be reappointed providing they remain qualified to do so and are supported by at least 50% of the other trustees.

Each new trustee receives a comprehensive induction pack, including a trustee handbook, and is invited to additional relevant training sessions. Every trustee receives induction and training in safeguarding and data protection.

*"I am so proud to be a trustee of Eikon. The team and volunteers are truly inspirational. They are having such a positive impact on the lives of the young people they work with in Surrey, particularly during these very difficult times."*

**Julie Gillis, Eikon Trustee**

## Trustee biographies

### Current serving trustees

#### **Nigel Goddard, Chair**

After retiring from a 35-year international career with BP, Nigel wanted to give something back to local communities. Having strong family values, he looked to support the wellbeing of vulnerable young people, given the ever-increasing pressures in their daily lives. He fully subscribes to Eikon's strategic aims, values and focus on youth services, and joined us in 2016 following a merger with the Windle Valley Youth Project, which he chaired. Now an independent consultant to the oil and gas industry, Nigel is also a business adviser with Young Enterprise and a voluntary youth worker.

#### **Richard Folland, Vice-Chair**

Richard has worked in climate change, energy, the low-carbon sector and sustainability for over 16 years. A long-time British diplomat, he has more recently worked for JPMorgan and has his own strategic advisory and advocacy business. Richard is passionate about doing everything collectively possible to help our young people in the UK, driven by the belief that they are owed the best future we can give them. Having seen its impact first-hand, he is a strong supporter of our work to help children meet the challenges and exploit the opportunities life throws at them.

#### **Anneke de Boer**

A retired Morgan Stanley investment banker, Anneke is now a governor at St George's University Hospitals NHS Foundation Trust and part of a multi-disciplinary team providing business support to charities. Her belief that programmes like ours can leverage local understanding to provide a faster and more tailored strategy than national initiatives led her to join Eikon. A parent to two young men herself, Anneke knows being a teenager isn't easy. She is

driven to help her community so that all young people have the opportunity to shape their own futures.

#### **Julie Gillis**

(appointed 16 May 2020)

Following a long career in the public sector, where she delivered major government change programmes, Julie brings a wealth of experience at board level, in operations and in financial compliance. She is passionate about improving social mobility and children's mental health and shares a strong sense of purpose and values with Eikon's CEO and leadership team, which she describes as 'inspirational'. Julie is a committed mentor with a focus on equality and diversity.

#### **Helen Johnston**

Helen is Director of Teaching School and Deputy Designated Safeguarding Lead at the multi-academy trust GLF Schools. Having worked as a teacher and on wider education projects supporting vulnerable young people for more than 20 years, she has seen how the voluntary sector can positively impact their lives. Based in and around Surrey schools for many years, Helen has experienced Eikon's work first-hand. She describes how she found the team's dedication to supporting children 'inspirational' and came on board 'to play a small part' in improving lives.

#### **Richard Moseley**

Richard is a retired banker with broad general management experience in a number of countries. He joined us after feeling inspired while talking to our CEO, Chris Hickford, learning about the challenges faced by children in Surrey and becoming convinced of the importance of early intervention. His motivation to work with us was strengthened after hearing stories from young adults who had benefited from our service. In his words, 'the question should be, how could one not help Eikon?'

## Michael Pyman

Mike brings a young person's perspective to Eikon's board. He was motivated to join us as a trustee after receiving support from Eikon at secondary school. He was also inspired by our CEO, Chris Hickford, and by what he describes as Chris's drive, selflessness, and dedication to improving young people's lives. Supported by us during his five years at Fullbrook School, Mike believes he wouldn't be where he is today without Chris or Eikon and wants other young people to receive the same help and support he did.

## Rebecca Wakefield (appointed 7 May 2020)

Rebecca is a public affairs director with extensive experience in communications and marketing, having worked in the education, healthcare and built environment sectors, among others. She brings valuable knowledge and support to our communications strategy, marketing efforts and work to develop external relationships. Rebecca lives close to the area we serve, enjoys helping to support local children, and says 'it would have been great' to have had access to a service like ours when she was at school.

## Ian Watson

Ian is a qualified accountant who has extensive non-executive and executive board experience both in the private and charitable sectors. Having been aware for some time of our services for young people, joining Eikon was 'a natural choice' when he was looking to assist a Surrey-based youth charity.

## Sarah-Jane Watson

Sarah-Jane is a qualified solicitor and a partner in a leading law firm. She specialises in employment and education law and has advised schools and charities on employment and education matters, including reviewing contracts and policies and dealing with disciplinary and

grievance processes, employment tribunal litigation, parental complaints, student exclusions, special educational needs and disabilities, and safeguarding. Sarah-Jane is also a governor of an independent school in London. She lives in the local area, has a specific interest in mental health and wellbeing, and is highly motivated to help support vulnerable young people in Surrey.

## Kevin Young, Finance Trustee

Kevin is a Price Waterhouse-trained chartered accountant with more than 30 years' experience in senior finance roles, including at local civil engineering business Mouchel. He was inspired to join Eikon by our leadership and management and the team's enthusiasm, dedication, and determination. Kevin wanted to use his experience to support our work, having experienced first-hand, through wider family and other volunteering work, some of the many difficulties and problems young people face.

## Trustees who also served in the year

## Nigel Blair MBE (resigned 15 September 2020)

Nigel is a civil and structural consultant and was Chair of Eikon from 2005 to 2014. Having been involved with youth work over many years, he has witnessed some of the issues young people face and has seen how timely, directed intervention can transform their lives.

## Organisational structure

Overall responsibility for the charity rests with the Chief Executive Officer, who leads the team responsible for day-to-day operational management and delivery of our projects and services.

In 2020/21 we streamlined our senior leadership team (SLT) to four members, who collectively manage the work of the charity and our employees and volunteers. The SLT consists of:

- Chief Executive Officer
- Head of Development
- Head of Finance
- Head of People and Performance

We also developed two lead managerial roles, one in Schools and one in Communities, to align with our delivery model:

- Wellbeing in the Communities lead
- Wellbeing in Schools lead

### Leadership and development

As part of our commitment to developing the management of the charity beyond the SLT, we have weekly manager meetings to jointly discuss operational challenges and plans for the future. For 2021/22 we will be furthering our leadership development plans for the senior team and for all managers.

## Our employees and volunteers

There is no doubt that 2020/21 was a challenging year for everyone involved with Eikon.

However, it is important to us that we continue to be a great place to both work and volunteer. To support this, we have refreshed our strategy, including our vision, mission, goals, and values.

During the year we experienced unprecedented change, but also strong growth, within the Eikon team. COVID-19 has had a significant impact on where and how we work, creating organisational uncertainty as well as impacting the wellbeing of everyone: employees, volunteers, children and young people, their families, and the schools and communities in which we work.

Engagement across the whole organisation, from both employees and volunteers, was tremendous. Different circumstances arose for everyone, with some taking furlough, many juggling home-schooling children and remote working, and the entire team adapting services to online and creating virtual ways of working.

There is no doubt that having gone through this journey we find ourselves stronger and more united as an organisation around our common mission to improve the wellbeing and resilience of children and young people in Surrey.

All new employees go through an induction programme in which the Chief Executive Officer and other senior members of the team explain our purpose and values. New employees and volunteers all receive the appropriate level of safeguarding training they will need in their roles and undertake ongoing safeguarding training and regular refresher courses as standard. Employees and volunteers supporting young people receive regular supervision, specific to the type of work they do. We plan to further improve the support and supervision framework for our employees and volunteers during the next period.

We have employee and volunteer engagement activities, including surveys, workshops and team and department days, most of which were held virtually this year, with regular updates and communications via a full team meeting once a week. These meetings were originally introduced to keep employees and volunteers informed during lockdowns but have since gone on to become an integral start to the week, fostering teamwork and mutual support.

We believe in involving all our employees and volunteers in shaping the culture of the charity. A strategy support group was set up during the year, which has not only contributed to developing an improved strategy but has also been instrumental in helping to improve communication across the charity.

As we look forward to 2021/22, we are looking to refresh our reward and remuneration principles, supported by a new job evaluation tool. We also plan to develop our performance management and training and development infrastructure, review our volunteer strategy, and build a more comprehensive equality, diversity, and inclusion plan.

## Employee pay policy

We want to attract, develop and retain the best people, and we will do this by continuing to implement our remuneration policy – for example, through the recent job evaluation project – and ensuring our salaries remain competitive. We operate a defined-contribution group personal pension scheme, in which all eligible employees are auto-enrolled.

## Equality, diversity, and inclusion

We are committed to equality, diversity, and inclusion in everything we do – in our work with children and young people, with our employees and volunteers, and with all our stakeholders. Our services are for the benefit of all children and young people, regardless of their gender identity, relationship status, race, disability, sexual orientation, culture, politics, or religious belief. Some of our services may be targeted at particular groups of children and young people. The planned work to review equality, diversity, and inclusion across the organisation in 2020/21 had to be put on hold as we navigated operating in a pandemic. The process for achieving the Investors in Diversity accreditation from the National Centre for Diversity began in July 2021.

# Key risks and uncertainties disclosures

All trustees, employees and volunteers take the management of risks facing the charity seriously. We seek to identify, assess, manage and mitigate risk, not to avoid it. The charity has in place:

- Robust risk management and safeguarding policies, with associated procedures, to ensure young people are kept safe at all times
- An appointed risk champion from the board of trustees
- A formal risk register, with all risks assigned a risk owner and the most significant risks reviewed by trustees on a regular basis
- Comprehensive risk assessments for all our main activities, particularly those involving young people
- A business continuity management policy and plans to enable us to continue to support young people should incidents occur that could otherwise disrupt our services

In March 2020, a planned risk identification workshop was postponed to enable us to revisit the charity's COVID-19 response budget. In lieu, trustees were invited to identify the top risks that the charity faced; these were analysed by the risk champion, and a new set of top-ranked risks developed, along with their consequences, risk owners and controls to reduce the risks. These risks were regularly reviewed by trustees at quarterly board meetings to ensure mitigation/control plans were reassessed and updated as appropriate. As at year end, the principal risks the charity faced and the plans and strategies in place to manage them were:

## Coronavirus (COVID-19)

The global pandemic could potentially impact every aspect of our operations and service delivery. In response, we:

- Made provision for home working for all employees and volunteers
- Maximised the use of remote meetings and support services for children and young people
- Established an online virtual youth club
- Liaised with funding bodies to ensure ongoing contributions to service delivery and support costs, furloughed employees as appropriate, and established/implemented a specific business continuity plan

## Financial security of the charity

Due to the COVID-19 pandemic, the external fundraising environment could become severely challenging, with a potential impact on all elements of our fundraising strategy. To address this risk, we revised our approach and aimed to submit a sufficient quantity and quality of grant applications to trusts and foundations; maintained good, regular contact with major donors; took advantage of the Coronavirus Job Retention Scheme; and applied for available emergency funding from national and local government and charitable sources.

## Management and employee overload

Due to the COVID-19 pandemic and workstream pressures, there was potential for extreme workload pressures on employees and volunteers. To address this risk:

- The leadership team continually monitored their own and the charity's general workload and stress levels
- A wellbeing strategy was established, including an annual employee/volunteer survey
- Weekly employee/volunteer team meetings were held to inform and share personal experiences
- Leadership skills training was undertaken to ensure a consistent/empathetic approach to all employees

## Risk identification workshop 2021

We held the postponed risk identification workshop in June 2021, involving trustees and the charity's leadership team to develop a new risk register relevant to our changed circumstances. This did not highlight any significant new risks that were not already being addressed.

The resulting principal risks and their controls/mitigation plans will be fully addressed in the 2021/22 Annual Report.

## Contract for a new Emotional Wellbeing and Mental Health service

Despite our extensive preparations in submitting a detailed bid, we were concerned that this significant contract may not be awarded to the alliance. To mitigate this risk, the charity's Chief Executive Officer took a lead role within the alliance to maintain high-level relationships with Surrey County Council and NHS commissioners. Regular meetings/workshops were held with all potential consortium partners to develop scope, contractual terms, and delivery arrangements. A sub-group of Eikon trustees was also engaged to support and advise the CEO and seek out external support as appropriate. Ultimately, the alliance was awarded the contract for mobilisation from 1 April 2021.

# Trustees' report and accounts for the year ended 31 March 2021

## Financial review

Total income increased by 38% to £2,495,792 in 2020/21 from £1,814,453 in 2019/20. Total expenditure for 2020/21 was £2,001,891 versus £1,895,341 for 2019/20. We continued to pursue a strong developmental strategy, particularly through the delivery of innovative and transformational services to support young people and their families. This is becoming increasingly important given the growing pressure on funding of public services generally.

Income from charitable activities increased by 6% to £1,343,012 in 2020/21 from £1,265,910 in 2019/20. This was due to an increase in mental health services income via the CAMHS contract, with additional income being provided aimed at reducing the waiting list for mental health services for children and young people.

Income from donations and legacies was £1,150,385 (2019/20: £545,865). Within this, income from donations, including from major donors, increased to £300,194 in 2020/21 compared with £207,226 in 2019/20. The majority of this increase was due to a legacy of £126,000, which was offset by a reduction in donations from major donors.

Amounts received in grants from trusts and foundations and elsewhere increased to £822,762 in 2020/21 compared with £240,670 in 2019/20, an increase of £582,092. This was

largely due to £390,000 received following the closure of a charitable trust and subsequent distribution of its assets to Eikon and the other beneficiaries of the trust. We also received significant COVID-19 funding, including £100,000 from the National Lottery Community Fund to develop online support for children and young people as well as £65,278 in government grants from the Coronavirus Job Retention Scheme. Income from fundraising events during the year was £27,429, significantly lower than the £97,969 received in 2019/20. This was due to a number of events being cancelled as a result of the pandemic.

Expenditure on fundraising decreased slightly to £121,928 in 2020/21 compared with £123,903 in 2019/20. The decrease was due to cost savings from fundraising events being cancelled or postponed and came despite the increase in salaries that resulted from the strengthening of the fundraising team. For every £1 spent on fundraising in 2020/21, we raised £9.43 in income, compared with £4.41 in 2019/20, which reflected the one-off income received during the year from the legacy and the winding up of the charitable trust as well as the more systematic approach to fundraising.

## Reserves policy

Total reserves at the year-end were £918,222 versus £425,074 at the end of the previous year, comprising unrestricted general £369,900 (2019/20: £230,482), unrestricted designated £442,615 (2019/20: £70,154) and restricted £105,707 (2019/20: £124,438). Unrestricted general reserves increased significantly due to the £126,000 legacy mentioned above.

Unrestricted designated reserves also increased significantly during the year due to the £390,000 received from the winding up of the charitable trust. Eikon, along with other beneficiaries, previously received a proportion of the annual income from this trust and the trustees have agreed to treat the funds as designated with the aim of investing them to obtain a similar annual return to that previously received pending any decision regarding the longer-term use of the money. The remaining unrestricted designated reserves are held to cover future depreciation of the organisation's fixed assets.

The trustees have reviewed the charity's reserves policy, specifically the level of unrestricted general reserves required to cover the main risks facing the organisation. These principally include continuing to support young people while we help to put in place alternative arrangements to support them and their families if we were suddenly faced with a permanent reduction in our funding or other long-term financial challenge. The trustees have determined that we would aim to provide such support for a period of between four and six months, which in financial terms equates to £275,000 to £375,000 for our core services, excluding subcontracted activities. As a result, we have set the target range for unrestricted general reserves at £300,000 to £400,000.

At 31 March 2021, unrestricted general reserves were £369,900 which is within our current target.

## Statement of trustees' responsibilities

The trustees (who are also the directors for the purpose of company law) are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees must prepare the financial statements in accordance with UK Generally Accepted Accounting Practice (UK accounting standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgments and accounting estimates that are reasonable and prudent
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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 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 in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The trustees confirm that so far as they are aware, there is no relevant audit information (as defined by section 418(3) of the Companies Act 2006) of which the charitable company's auditors are unaware. They have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

The Eikon Charity is a company, limited by guarantee, governed by its Articles of Association. The trustees' report also represents the directors' report as required by company law. The financial statements have been prepared in accordance with the accounting policies set out in notes to the financial statements and comply with the charity's governing document and the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the financial reporting standard applicable in the UK and Republic of Ireland published on 16 July 2014.

The trustees confirm they have given due consideration to the Charity Commission's published Guidelines on the Public Benefit requirement under section 4 of the Charities Act 2011.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies. Approved by the Eikon board of trustees on 16 November 2021 and signed on its behalf by:



**Nigel Goddard**  
Chair of Trustees



# Independent auditor's report to the members of The Eikon Charity

## Opinion

We have audited the financial statements of The Eikon Charity (the 'charitable company') for the year ended 31 March 2021, 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 applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and;
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

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 entity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

## Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report prepared for company law purposes, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements

## Matters on which we are required to report by exception

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

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

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

## Responsibilities of trustees

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

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

## Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. These matters were discussed amongst the engagement team at the planning stage and the team remained alert to non-compliance throughout the audit.

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and trustees as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of trustees meeting minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

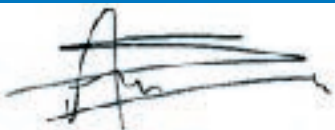
No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed. Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAs (UK).

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>.

This description forms part of our auditor's report.

## Use of our report

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



AM Skilton (Senior Statutory Auditor)  
For and on behalf of Brewers Chartered  
Accountants, Statutory Auditor  
Bourne House  
Queen Street  
Gomshall  
Surrey GU5 9LY  
Date: 16 November 2021



# Statement of financial activities for the year ended 31 March 2021

(incorporating income and expenditure account)

	Notes	General funds £	Designated funds £	Total unrestricted funds £	Restricted funds £	Total funds 2021 £	Total funds 2020 £
<b>Income and endowments</b>							
Donations and legacies	3	443,003	390,000	833,003	317,382	<b>1,150,385</b>	545,865
Charitable activities	4	1,343,012	-	1,343,012	-	<b>1,343,012</b>	1,265,910
Investment income	11	2,395	-	2,395	-	<b>2,395</b>	2,678
<b>Total income</b>		<b>1,788,410</b>	<b>390,000</b>	<b>2,178,410</b>	<b>317,382</b>	<b>2,495,792</b>	<b>1,814,453</b>
<b>Expenditure</b>							
Raising funds	5	121,928	-	121,928	-	<b>121,928</b>	123,903
Charitable activities	6	1,526,311	17,539	1,543,850	336,113	<b>1,879,963</b>	1,771,438
<b>Total expenditure</b>		<b>1,648,239</b>	<b>17,539</b>	<b>1,665,778</b>	<b>336,113</b>	<b>2,001,891</b>	<b>1,895,341</b>
<b>Net income/(expenditure) before investments gain/(loss)</b>		<b>140,171</b>	<b>372,461</b>	<b>512,632</b>	<b>(18,731)</b>	<b>493,901</b>	<b>(80,888)</b>
Net (loss)/gain on investments	11	(753)	-	(753)	-	<b>(753)</b>	787
<b>Net income/(expenditure) after investments gain/(loss)</b>		<b>139,418</b>	<b>372,461</b>	<b>511,879</b>	<b>(18,731)</b>	<b>493,148</b>	<b>(80,101)</b>
Transfers between funds		-	-	-	-	-	-
<b>Net movement in funds</b>		<b>139,418</b>	<b>372,461</b>	<b>511,879</b>	<b>(18,731)</b>	<b>493,148</b>	<b>(80,101)</b>
<b>Reconciliation of funds</b>							
Total funds brought forward 1 April 2020		230,482	70,154	300,636	124,438	<b>425,074</b>	505,175
<b>Total funds carried forward 31 March 2021</b>		<b>369,900</b>	<b>442,615</b>	<b>812,515</b>	<b>105,707</b>	<b>918,222</b>	<b>425,074</b>

There were no recognised gains or losses other than those shown in the statement of financial activities.

All income and expenditure is derived from continuing activities.

The accompanying notes form part of these financial statements.

# Balance sheet as at 31 March 2021


Registered company number 5402398

	Notes	Total 2021 £	Total 2020 £
<b>Fixed assets</b>			
Tangible assets	10	52,615	70,154
Investments	11	55,654	56,407
<b>Total fixed assets</b>		<b>108,269</b>	<b>126,561</b>
<b>Current assets</b>			
Debtors	12	65,163	151,232
Cash at bank and in hand		1,037,512	519,297
<b>Total current assets</b>		<b>1,102,675</b>	<b>670,529</b>
<b>Liabilities</b>			
Creditors: Amounts falling due within one year	13	(292,722)	(372,016)
<b>Net current assets</b>		<b>809,953</b>	<b>298,513</b>
<b>Total net assets</b>		<b>918,222</b>	<b>425,074</b>
<b>Funds of the charity</b>			
General funds	15	369,900	230,482
Designated funds	15	442,615	70,154
<b>Total unrestricted funds</b>		<b>812,515</b>	<b>300,636</b>
Restricted funds	15	105,707	124,438
<b>Total funds</b>		<b>918,222</b>	<b>425,074</b>

The accompanying notes form part of these financial statements.

The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The financial statements were approved by the board and authorised for issue on 16 November 2021 and signed on its behalf by:



Nigel Goddard  
Chair of Trustees



Kevin Young  
Finance Trustee

# Statement of cash flows for the year ended 31 March 2021

	<b>Total 2021 £</b>	<b>Total 2020 £</b>
<b>Cash flows from operating activities</b>		
Net income/(expenditure) for the year	<b>493,148</b>	<b>(80,101)</b>
<b>Adjustments for</b>		
Depreciation	17,539	25,694
Losses/(gains) on revaluation of investments	753	(787)
Losses on sale of fixed assets	-	3,414
Decrease in debtors	86,069	201,950
(Decrease) in creditors	(79,294)	(279,773)
<b>Net cash provided by/(used in) operating activities</b>	<b>518,215</b>	<b>(129,603)</b>
<b>Cash flows from/(to) investing activities</b>		
Proceeds of sale of tangible fixed assets	-	3,000
<b>Net cash from/(to) investing activities</b>	<b>-</b>	<b>3,000</b>
Changes in cash and cash equivalents in the year	<b>518,215</b>	<b>(126,603)</b>
Net cash and cash equivalents at the start of the year	519,297	645,900
<b>Net cash and cash equivalents at the end of the year</b>	<b>1,037,512</b>	<b>519,297</b>

The accompanying notes form part of these financial statements.

# Notes to the financial statements for the year ended 31 March 2021

## 1. Charity information

The charity is a private limited company (registered number 5402398), which is incorporated and domiciled in the UK and is a public benefit entity. The address of the registered office is Eikon, Selsdon Road, New Haw, Addlestone, Surrey KT15 3HP.

## 2. Accounting policies

### a) Basis of accounting

The financial statements of the charity, which is a public benefit entity, 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) (2nd edition, effective January 2019; 'Charities SORP') and Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The trustees have assessed whether the use of the going concern basis is appropriate, especially in light of COVID-19, and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the trustees have considered the charity's forecasts and projections as amended to take into account the implications of COVID-19. After making enquiries, the trustees have concluded that there is a reasonable expectation that Eikon has adequate resources to continue its activities for the

foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

### b) Fund accounting

Restricted funds are those received for undertaking an activity specified by the donor when making the gift. The charity makes an administrative charge for the operation of some restricted funds, which is included in the cost of raising funds. The amounts for administration are also shown as restricted fund expenditure. General funds are unrestricted funds given freely to the charity that can be applied at the discretion of the trustees in accordance with the objectives of the charity.

Designated funds are funds set aside by the trustees out of unrestricted funds for specific purposes.

### c) Income

All income, including donations and associated income tax recoveries from donations received under Gift Aid, is included in the statement of financial activities where the charity is entitled to the income and the amount can be quantified with reasonable accuracy.

All grants and contractual payments are included on a receivable basis. Contractual income is recognised as performance obligations are satisfied. Grant income with performance-related conditions received in advance of delivering specified goods and services, or income with a time restriction placed on it by the donor, is deferred until the donor-stipulated criteria are met. Income is also deferred if it is probable it could become refundable or if it is received in advance for a future accounting period.

# Notes to the financial statements for the year ended 31 March 2021

## 2. Accounting policies (continued)

Gifts in kind and donated services have been included at the lower estimate of their value to the charity and their estimated open market value. No amount has been included for services donated by volunteers. Where out-of-pocket travel and other expenses have been reimbursed to volunteers, these costs are included in the accounts. Surplus funds are invested in bank deposits to earn interest.

### d) Expenditure

Expenditure is recognised on an accruals basis and allocated to the appropriate heading in the accounts. Expenditure includes attributable VAT which cannot be recovered.

Charitable activities expenditure enables Eikon to meet its aims and objectives for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Expenditure on raising funds includes the direct costs of fundraising activities (which promote fundraising and the activities of the charity generally) and a proportion of support costs. Governance costs are those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

Support costs are those costs which enable fundraising and charitable activities to be undertaken. These costs include finance, human resources, premises, IT, legal and governance costs. All support costs are apportioned on the basis of time spent by staff on each category of work.

### e) Tangible fixed assets

Tangible assets are stated at cost. Depreciation is calculated to write off the cost of the asset over its estimated useful life as follows:

- Portakabin
  - depreciated over 10 years straight line
- Office furniture and equipment
  - depreciated over 5 years straight line

Tangible assets costing less than £2,000 are not capitalised and are written off in the year of purchase.

### f) Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the gains and losses arising on revaluation and disposals throughout the year.

### g) Cash management

Cash not required for day-to-day operations, but for the medium term is placed, via the CAF Bank, on deposit for periods of one month to nine months with a variety of highly rated banks to ensure that the risk of holding cash is minimised by taking into account the FSCS limit of £85,000. Where it is deemed that cash can be held for the longer term, this is transferred to the investment portfolio.

### h) Debtors

Debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

# Notes to the financial statements for the year ended 31 March 2021

## 2. Accounting policies (continued)

### i) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount after allowing for any trade discounts due.

### j) Taxation

The charity is exempt from corporation tax on its charitable activities under Part 1 Schedule 6 Finance Act 2010.

### k) Pensions costs

With effect from 1 January 2017 the charity has incurred costs in relation to the defined contribution scheme, operated by Aviva, which are included in staff pension costs. Costs recognised are equivalent to the contributions in the year and are recognised on an accruals basis and any unsettled amounts are included in other creditors.

### l) Transfer between funds

Trustees have the authority to transfer monies out of the general funds into the restricted funds when required. With the fundholder's permission, the trustees have the authority to make transfers from one restricted fund to another.

### m) Reserves policy

On a yearly basis, the trustee board examines Eikon's reserves in the light of the risks facing the organisation and takes into account the Charity Commission's guidance. The policy on reserves is set out in the trustees' report.

## 3. Donations and similar income

	Unrestricted £	Restricted £	2021 £	2020 £
Donations	273,266	26,928	300,194	207,226
Grants	532,308	290,454	822,762	240,670
Fundraising events	27,429	-	27,429	97,969
	<b>833,003</b>	<b>317,382</b>	<b>1,150,385</b>	<b>545,865</b>

Grants include £65,278 of government grants received in relation to the Coronavirus Job Retention Scheme during the year.

# Notes to the financial statements for the year ended 31 March 2021

## 4. Income from charitable activities

	Unrestricted	Restricted	2021	2020
	£	£	£	£
Community based youth work	-	-	-	16,995
Local prevention	-	-	-	150,664
Mental health services income	1,243,289	-	1,243,289	1,008,801
Schools income	99,723	-	99,723	89,450
	<b>1,343,012</b>	<b>-</b>	<b>1,343,012</b>	<b>1,265,910</b>

## 5. Raising funds

	Unrestricted	Restricted	2021	2020
	£	£	£	£
Staff costs	98,195	-	98,195	43,137
Other direct costs	23,733	-	23,733	80,766
	<b>121,928</b>	<b>-</b>	<b>121,928</b>	<b>123,903</b>

## 6. Charitable activities

	Youth work	Mental health work	Organisational support	Total 2021	Total 2020
	£	£	£	£	£
Staff costs	343,541	265,790	300,005	909,336	926,416
Activities undertaken directly	27,448	825,811	-	853,259	731,307
Premises costs allocated	14,371	12,992	21,435	48,798	29,150
Support costs allocated	25,875	14,364	13,476	53,715	70,192
Governance (see note below)	-	-	14,855	14,855	14,373
	<b>411,235</b>	<b>1,118,957</b>	<b>349,771</b>	<b>1,879,963</b>	<b>1,771,438</b>

### Governance

	2021	2020
	£	£
Audit	5,203	6,360
Staff costs	9,652	7,063
Trustees' expenses	-	950
	<b>14,855</b>	<b>14,373</b>

# Notes to the financial statements for the year ended 31 March 2021

## 7. Trustees

	2021 £	2020 £
Trustees' expenses	-	<b>950</b>

During the year, no trustees received any remuneration.

During the year, The Eikon Charity paid:

- Travel expenses of £0 (2020: £882 two trustees' travel expenses)
- Small administrative expenses of £0 (2020: £68 two trustees')

The total donations received by Eikon from trustees and their related parties was £2,220 (2020: £1,937).

The charity had no transactions during the year under review with any related parties.

## 8. Employees and key management personnel

The key management personnel of the charity comprise the trustees, the Chief Executive Officer and the senior management team. The total remuneration and benefits received by key management personnel was £230,135 (2020: £221,556).

	2021 £	2020 £
Staff costs were as follows:		
Wages and salaries	914,386	877,668
Social security costs	75,869	75,334
Pension costs	26,928	23,614
<b>Total staff costs</b>	<b>1,017,183</b>	<b>976,616</b>

The average number of actual employees and full-time equivalent employees, analysed by function, during the year was as follows:

	2021		2020	
	Average no.	FTE no.	Average no.	FTE no.
Fundraising	3.8	2.0	1.5	0.9
Charitable activities	33.3	22.3	37.6	23.9
Governance	-	0.1	-	0.1
Other	12.3	7.3	9.3	5.8
Average number of employees employed during the year:	<b>49.4</b>	<b>31.7</b>	<b>48.4</b>	<b>30.7</b>

The number of employees whose remuneration, excluding employer pension costs, fell within each band of £10,000 from £60,000 upwards is as follows:

	2021	2020
£60,001 to £70,000	1	1

# Notes to the financial statements for the year ended 31 March 2021

## 9. Defined contribution pension scheme

	2021 £	2020 £
Costs of the scheme to the charity for the year	24,386	21,514
Amount of any contributions outstanding at the year end	2,542	2,100
	<b>26,928</b>	<b>23,614</b>

The charitable organisation operates a defined contribution pension scheme for permanent staff with an employer contribution of 5% (2020: 5%) in the year.

## 10. Tangible fixed assets

	Portakabin/ upgrades £	Office furniture and equipment £	Total £
<b>Cost</b>			
At 1 April 2020	175,384	2,818	178,202
At 31 March 2021	175,384	2,818	178,202
<b>Depreciation</b>			
At 1 April 2020	105,230	2,818	108,048
Charge for year	17,539	-	17,539
At 31 March 2021	122,769	2,818	125,587
<b>Net book value</b>			
At 31 March 2020	<b>70,154</b>	-	<b>70,154</b>
At 31 March 2021	<b>52,615</b>	-	<b>52,615</b>

## 11. Fixed asset investments

	2021 £	2020 £
<b>Cost</b>		
At 1 April 2020	56,407	55,620
(Loss)/gain on revaluation	(753)	787
At 31 March 2021	<b>55,654</b>	<b>56,407</b>
<b>Investment income</b>		
Bank deposit income	1,067	947
Dividend income	1,328	1,731
	<b>2,395</b>	<b>2,678</b>

# Notes to the financial statements for the year ended 31 March 2021

## 12. Debtors

	2021 £	2020 £
Due within one year:		
Trade debtors	43,559	53,159
Other debtors	11,253	71,708
Prepayments	8,235	15,954
Accrued income	2,116	10,411
	<b>65,163</b>	<b>151,232</b>

## 13. Creditors

	2021 £	2020 £
Amounts falling due within one year:		
Trade creditors	53,197	32,021
Other creditors	5,931	5,599
Accruals	89,721	122,443
Deferred income (see note 14)	84,073	191,601
Social security and other taxes	59,800	20,352
	<b>292,722</b>	<b>372,016</b>

## 14. Deferred income

	2021 £	2020 £
Balance at 1 April 2020	191,601	425,693
Income deferred	717,860	589,636
Income released to SOFA	(825,388)	(823,728)
Balance at 31 March 2021	<b>84,073</b>	<b>191,601</b>

Income is deferred when it is received in advance of delivering specified goods or services or in relation to a future accounting period.

# Notes to the financial statements for the year ended 31 March 2021

## 15. Funds

	At 1 April 2020 £	Income £	Transfers £	Other gains and (losses) £	Expenditure £	At 31 March 2021 £
<b>Unrestricted funds</b>						
General funds	230,482	1,788,410	-	(753)	(1,648,239)	369,900
<b>Designated funds</b>						
Portakabin depreciation	70,154	-	-	-	(17,539)	52,615
Investment fund	-	390,000	-	-	-	390,000
Total designated funds	70,154	390,000	-	-	(17,539)	442,615
<b>Total unrestricted funds</b>	<b>300,636</b>	<b>2,178,410</b>	<b>-</b>	<b>(753)</b>	<b>(1,665,778)</b>	<b>812,515</b>
<b>Restricted funds</b>						
Youth work – communities	18,135	125,244	-	-	(92,994)	50,385
Youth work – schools	62,098	44,362	-	-	(86,728)	19,732
Youth work – Smart Moves	6,705	-	-	-	(6,705)	-
Mental health work	2,500	50,000	-	-	(52,500)	-
Development	25,000	25,000	-	-	(25,000)	25,000
Support costs	10,000	72,776	-	-	(72,186)	10,590
<b>Total restricted funds</b>	<b>124,438</b>	<b>317,382</b>	<b>-</b>	<b>-</b>	<b>(336,113)</b>	<b>105,707</b>
<b>Total funds</b>	<b>425,074</b>	<b>2,495,792</b>	<b>-</b>	<b>(753)</b>	<b>(2,001,891)</b>	<b>918,222</b>

## 16. Analysis of net assets by funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Fixed assets	55,654	52,615	-	108,269
Current assets	606,968	390,000	105,707	1,102,675
Current liabilities	(292,722)	-	-	(292,722)
Long-term liabilities	-	-	-	-
	<b>369,900</b>	<b>442,615</b>	<b>105,707</b>	<b>918,222</b>

# Notes to the financial statements for the year ended 31 March 2021

## 17. Comparatives for the statement of financial activities

The Eikon Charity statement of financial activities for the year ended 31 March 2020 (incorporating income and expenditure account)

	General funds £	Designated funds £	Total unrestricted funds £	Restricted funds £	<b>Total funds 2020 £</b>	Total funds 2019 £
<b>Income and endowments</b>						
Donations and legacies	281,581	-	281,581	264,284	<b>545,865</b>	361,308
Charitable activities	1,195,910	-	1,195,910	70,000	<b>1,265,910</b>	1,318,848
Investment income	2,678	-	2,678	-	<b>2,678</b>	2,598
<b>Total income</b>	<b>1,480,169</b>	<b>-</b>	<b>1,480,169</b>	<b>334,284</b>	<b>1,814,453</b>	<b>1,682,754</b>
<b>Expenditure</b>						
Raising funds	123,903	-	123,903	-	<b>123,903</b>	129,304
Charitable activities	1,333,357	25,694	1,359,051	412,387	<b>1,771,438</b>	1,638,344
<b>Total expenditure</b>	<b>1,457,260</b>	<b>25,694</b>	<b>1,482,954</b>	<b>412,387</b>	<b>1,895,341</b>	<b>1,767,648</b>
<b>Net income/(expenditure) before investments gain/(loss)</b>	<b>22,909</b>	<b>(25,694)</b>	<b>(2,785)</b>	<b>(78,103)</b>	<b>(80,888)</b>	<b>(84,894)</b>
Net loss on investments	787	-	787	-	<b>787</b>	(1,456)
<b>Net income/(expenditure) after investments gain/(loss)</b>	<b>23,696</b>	<b>(25,694)</b>	<b>(1,998)</b>	<b>(78,103)</b>	<b>(80,101)</b>	<b>(86,350)</b>
Transfers between funds	6,414	(6,414)	-	-	-	-
<b>Net movement in funds</b>	<b>30,110</b>	<b>(32,108)</b>	<b>(1,998)</b>	<b>(78,103)</b>	<b>(80,101)</b>	<b>(86,350)</b>
<b>Reconciliation of funds</b>						
Total funds brought forward 1 April 2019	200,372	102,262	302,634	202,541	505,175	591,525
<b>Total funds carried forward 31 March 2020</b>	<b>230,482</b>	<b>70,154</b>	<b>300,636</b>	<b>124,438</b>	<b>425,074</b>	<b>505,175</b>

# Special thanks

We are incredibly grateful to everyone, including the following individuals and organisations, whose significant grants, donations, or pro bono support are helping to make life better for vulnerable young people in Surrey:

- Aidan and Colette Clegg
- BBC Children in Need
- Borrows Charitable Trust
- BUPA UK Foundation
- Byfleet United Charity
- Chobham Bly Lawson Youth Fund
- Community Foundation for Surrey
- ExPat Foundation
- Freddie Green Family Charitable Trust
- Guildford Poyle Charities
- Hamamelis Trust
- Heathrow Community Trust
- Jonathan Bayliss
- Masonic Province of Middlesex Charitable Trust
- Office of the Police and Crime Commissioner for Surrey
- Paul and Gill Kendrick
- Peter Wilson
- Richard Davies Charitable Trust
- St Faith's Trust
- Surrey County Council
- Surrey Heath Borough Council
- The Clothworkers' Foundation
- The Colman Charitable Trust
- The Edward Gostling Foundation
- The National Lottery
- The #iwill Fund
- The Ratcliffe Charitable Trust
- The Souter Charitable Trust
- Walton Charity





# The Eikon Charity inspires and transforms the lives of children and young people in Surrey.

Eikon is an award-winning charity that has been working in local Surrey communities for over two decades. We provide long-term support to some of the county's most vulnerable young people.

Our mission is to empower and support young people in Surrey to have the wellbeing and resilience they need to thrive.

## **The Eikon Charity**

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