

# Annual report 2022 - 2023



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“ Thirtyone:eight give great support and advice. They have great resources and training options. Easy to use website and DBS check procedure. **I wouldn't hesitate to recommend Thirtyone:eight services to other organisations.** ”

Graham Bayley, Newsong Community Church

# A message from our chair

**I'm pleased to present the annual report for Thirtyone:eight, highlighting our impactful work in safeguarding and creating safer environments.**

It was brilliant to see Thirtyone:eight featured in the Influence 100 List, ranking the top 100 most influential membership organisations in the UK. This recognition reflects the charity's 45-year track record of collaborating with member organisations to promote safety and safeguarding practices.

I was also greatly encouraged that the 'Positions of Trust' law has been extended to include faith leaders and sports coaches through the Police, Crime, Sentencing and Courts Act, marking a significant legislative victory for safeguarding children and young people. Thirtyone:eight's role in holding the Secretariat for the All-Party Parliamentary Group (APPG) for Safeguarding in Faith Communities and working with other organisations to campaign for this change gives me hope that more can be achieved to better protect children and young people.

The launch of the Roarry resource, Thirtyone:eight's child-friendly educational safeguarding resource is another exciting development, as it will help empower children to speak up and seek help when needed. Through engaging materials and biblical stories, Roarry reinforces the importance of using your voice to advocate for yourself and others.

Our advocacy work and governmental engagement has remained strong, allowing us to contribute to public policy discussions and influence legislative changes. Thirtyone:eight actively participates in government consultations, campaigns, and working groups to address safeguarding gaps. The wealth of webinars, resources, and updates continue to inform members about policy changes and equip them to advocate for reforms.

Safeguarding Sunday continues to be a successful campaign, raising awareness and empowering church communities to prioritise safeguarding. With over 3,000 participating churches, the campaign has made a positive impact on understanding the importance of safeguarding, safer recruitment and training.

I extend my gratitude to our members, staff, and trustees for their dedication and support. Together, we have made a tangible difference in safeguarding, and I'm excited about our future endeavours. Let's continue championing justice and creating safer places for all.



**Peter Wharrad**  
**Chair of Trustees**



80,000

Enhanced, Standard and Basic DBS checks processed this year.



5,276

calls to our Safeguarding Helpline.

“ Thirtyone:eight are great, experienced, wonderful people, who care deeply about children and young people. Thirtyone:eight are an absolute gift to the church. ”

Martin Saunders, Youthscape



3,000

Churches took part in our Safeguarding Sunday campaign.



10,656

workers trained in safeguarding.

“ Every single church should be partnering with Thirtyone:eight. You literally can't do great ministry without them. ”

Matt Summerfield, Zeo Church

“ Having done a lot of safeguarding training over the years and usually coming out afterwards feeling weighed down, this training actually felt empowering and gave me confidence in dealing with a major safeguarding issue literally the day after the course finished! ”

Training delegate



25 nations

represented at our Safeguarding in an international context training.



10,000

organisations we work with including 6,452 members.

# Equipping organisations

## We equip society with the knowledge and skills to create safer environments for children and adults at risk.

Over the past year we've supported organisations and individuals as they've adapted to changing circumstances and guidance.

Equipping organisations with the knowledge they need to make safer recruitment decisions about their workers remained one of our most relied upon services and we recorded over **80,000** Enhanced, Standard and Basic DBS checks this past year.

### What our customers say:



*Really great and efficient customer service.*

*Person was very helpful, knowledgeable and friendly.*



*My enquiry was dealt with quickly and easily, and I received the necessary form in an email almost immediately.*

*My enquiry was dealt with in a prompt and professional manner. Very helpful with instructions easily followed.*

## Levelling-up

One of the primary ways we work to level up organisational knowledge and awareness is through our safeguarding training. Our focus this year has been on developing our suite of online learning options including webinars and eLearning. Over the past year we've trained **10,656** safeguarding practitioners so they can feel more confident in their roles and responsibilities.

Our interactive webinars cover the full range of our training offer, delivered across day times, evenings and Saturdays. Our team of self-employed trainers remain committed and flexible alongside growing demand, and they have all grown in confidence in their ability to deliver webinars, many of them switching between host and co-host with ease and offering peer support for their own professional development.

Training has been intentional about producing training structures that are accessible to as many people as possible. This has included simplifying PowerPoint slides, producing transcripts and screen-reader accessible training resources and additional resources for delegates with visual and hearing impairments.

We've also brought in more interactive elements and re-worked several of our webinars so that they're relevant to regional variations in safeguarding legislation.

## International Safeguarding

We ran two bespoke versions of our Safeguarding in an International Context for organisations with representatives from **25** nations.

**Here's what some international safeguarding training delegates had to say:**



*A lot of useful resources were shared, it will take some time to process everything*

*I hope Thirtyone:eight will continue to develop their work in supporting international safeguarding.*



# A trusted partner



## General Assembly of Unitarian and Free Christian Churches

**Gavin Howell is the Safeguarding Lead for the General Assembly of Unitarian and Free Christian Churches. His role is to advise and support member congregations in safeguarding policy and practice. Gavin shares how membership with Thirtyone:eight is helping them rise to the challenges of safeguarding across their church networks.**

What made you approach Thirtyone:eight for membership?

We were looking for an honest and trusted partner to support the General Assembly and our member congregations in embedding best practice in everything we do. We wanted an organisation who was knowledgeable, credible and who understood faith communities and the challenges we face.

We also felt that safeguarding is something which is best developed when working in close collaboration with others. In a nutshell, we felt that alone we did not have the level of expertise needed to perform this important task well. We acknowledged our limitations and asked for help. I'm glad we did.

We've been members for several years now. During that time, I feel like we've learnt a lot and made good progress. We're certainly in a much better place in terms of having a more supportive culture as well as having appropriate arrangements in place. We've still areas we'd like to improve upon, however I'm confident we're moving in the right direction.

Were there were any gaps in existing knowledge, awareness and training that you were looking to close?

For me, as a Safeguarding Lead, the one area I really wanted to understand better was the DBS checking procedure. I was at a training webinar, run by Thirtyone:eight, and the session leader explained how background checks are not an isolated standalone activity but an integral part of a wider safer recruitment process. What can I say... It was one of those moments when the penny dropped as I understood the procedure, for the first time, in its proper context.

Since then, using the tools and resources found in the members area of the Thirtyone:eight website, I've invested more time to understanding the different stages of the recruitment process and, importantly, how they relate to one another. I now appreciate, for instance, the relationship between the role description and the DBS checking procedure and how it's hard to apply for the correct type of check if recruiters are unclear on the role to be carried out.



**Gavin Howell**  
Safeguarding Lead



### What are the biggest safeguarding challenges you've faced?

Recruiting people to become church Safeguarding Leads. There's still quite a bit of fear out there regarding the potential consequences of getting things wrong and being held responsible. I think we need to reassure more and let potential office holders know that there's good support available.

Also, raising awareness of our need to recognise and support the needs of adults at risk. With some, there's still a perception that safeguarding is something that only requires attention if looking to run a children's group. In our context, given the make-up of our membership and the groups we're seeking to support inside and outside of our church communities, safeguarding adults at risk is something we need to understand better and ensure appropriate arrangements are put in place.

Increasing need and declining capacity. The impact of Covid-19 and the cost of living crisis have intensified a number of challenges. Committee meeting agendas feel very full right now. Put simply, it feels like there's more need than ever, both inside our congregations and our wider communities, with less capacity to address those needs well. So, given that context, how do we communicate our safeguarding message well so that congregations hear it, understand its significance and know how to respond well?

### How has Thirtyone:eight helped you navigating these challenges?

Our member congregations really value the helpline. It's a brilliant tool – a great starting point when seeking clarification, guidance or a second opinion. The staff are encouraging, empathetic and knowledgeable. Some safeguarding leads have found it particularly helpful to talk to someone in confidence from outside of their church setting. Indeed, some impartial external perspective and support has been a big help to some groups in navigating some tricky issues, involving powerful personalities, reasonably well.

They've also been excellent at signposting trustees and safeguarding leads to relevant training webinars, practice guides, model policies as well as supporting congregations with DBS applications. In particular, the training for trustees has really helped to make clear their responsibilities and those who have undertaken safeguarding leadership training report feeling 'equipped enough' to start having conversations around introducing/updating policies and procedures in their respective settings. So, lots of practical assistance, which is a big part of what's needed.



## Empowering society

**We empower society to respond appropriately to those who are vulnerable or have experienced abuse.**

Encouraging organisations to raise standards in safeguarding is integral to our mission. Once they have the knowledge, skills and tools needed to create safer places, we encourage them to create safer cultures for all.

Our Safeguarding Helpline continues to be a source of support and guidance to those working to protect vulnerable people. We received **5276** referrals over the past year.

**Our top three safeguarding referral subjects were:**

- Domestic Abuse
- Self-Harm
- Mental Health

**Here's what some of our callers had to say:**

“ *Despite having good safeguarding experience and processes in our team, having somewhere to go for more expert and definitive advice is incredibly helpful.* ”

*You inspire confidence in your teaching, advise and the professionalism and efficiency of our service.*

*Professional, kind, caring and listened really well. I am always so impressed by Thirtyone:eight. They go the extra mile to help and are so professional. Thank you.*

*I probably wouldn't have agreed to take on safeguarding lead role if I didn't know I had your support. Thank you!* ”

## The Trussell Trust



**Mark Ward is the Head of Safeguarding and Quality at the Trussell Trust, a charity that supports a nationwide network of food banks to help people living in poverty and a member organisation of Thirtyone:eight. Mark shares the complex issues faced by food bank staff and volunteers, the safeguarding challenges they encounter, and Thirtyone:eight's role in helping them navigate these challenges.**

We needed an umbrella organisation to help us with criminal record checks (DBS), so that was a very practical reason why we became a member organisation of Thirtyone:eight. We have several employees who carry out roles that need to have a check undertaken.

We also wanted to call the safeguarding helpline because our job is based on people, and a lot of the people that our organisation supports via the food banks that we support are in a difficult situation because they can't access food and income. As a result, it's entirely possible that a lot of those people might disclose to us. Our own staff are involved with people with lived experience of poverty as well so they may come into situations where they're having to deal with people who might make disclosures.

### Complicated lives

We recognise that our own staff have lives that are as complicated as everybody else's – they could have an issue too and we need to be able to help them. We don't have the internal expertise to do that, so advisors on Thirtyone:eight's safeguarding helpline gives us good advice as to what to do and whether a situation meets thresholds to report concerns. If not, they tell us who we might be able to help that person. That can be just as helpful. This gives us the support we need to make sure that we make as many correct decisions as we can.

Since we started, we've also developed a training aspect, where we incorporate Thirtyone:eight's safeguarding training into a format that that we and the food banks can use as context-specific, tailored training. This means that we can offer our network training that we wouldn't be able to offer them internally, we're kept up to date with all the changes in legislation, and takes into account that we work across all four nations of the UK as legislation varies.



## Changes in safeguarding awareness

When we look back, safeguarding wasn't seen in the same way that it is now. We arranged this training with Thirtyone:eight knowing that we didn't have a full knowledge base and wanted to have some expertise behind us to help us realise if an issue was important and how we could respond. We can talk to our account manager at Thirtyone:eight and say look we'd like to develop something along these lines now.

We had a discussion like that recently where a food bank with a lot of volunteers came to us struggling how to know how to do safeguarding training well, acknowledging that they needed it but that they couldn't find the best solution. So that has enabled us to have a conversation and it means that we'll be offering something to the whole network of food banks, with Thirtyone:eight's help.

## Cost of living crisis

The more the cost of living bites, the more people are ringing our own general helpline asking for help and saying things to the people that answer that they would have never said before because they're so desperate. Thirtyone:eight and another consultant helped us come up with a position where our helpline staff can recognise the concerns people are bringing to them and can then make referrals as they need. That's come about over the last six months because more and more people are finding themselves in desperate situations.

Because of the way the prices have gone up and there are people who can't keep up with them, it's taking people to a point where they're saying things which are much more worrying, and we need to know how to deal with that. Once they've calmed down, the position isn't as serious as we thought it might be. But we don't know that until we've been through it and have had support and guidance to help us with those types of scenarios.

It's useful to have Thirtyone:eight's support when we're trying to design things like that too so that if we've got a query that's specific to a project that we might be doing, we can go back to our account manager at Thirtyone:eight and say, have you come across this? How do you think we ought to go about it? And what safeguards should we be putting in place to enable us to do this?

## Spirituality, faith and foodbanks

One of the reasons that Thirtyone:eight came out as top of our list of organisations to work with is that understanding of the faith perspective. Many of our food banks either are part of faith organisations or were before they set themselves up as an independent charity. And even if they've set themselves up as an independent charity, quite a lot of the people who would have been involved previously within the face setting will still be involved within the independent charity setting too.

A faith organisation might be likely to want to give someone who has had a difficult past an opportunity to volunteer with them, because their faith talks about forgiveness and the ability to move forward. Charities considering this have to think carefully about how they might be able to place that person and make sure everyone is kept safe, including the person themselves. Ensuring there's guidance and a clear risk assessment and process in place is key. Being able to access tailored advice and support to figure out the best way forward is such a helpful part of our relationship with Thirtyone:eight.

# Encouraging people

**We encourage society to stand against oppression and exploitation by informing legislation and striving to raise the standards in safeguarding practice.**

## Public Policy

We work across all four of the UK parliaments to advocate and engage governments with best practice in safeguarding legislation. Our unique position as an independent, Christian and expert organisation allows us to speak into public policy with confidence. Our advocacy work ensures that our members' voice is heard when we seek to bring about tangible legislative, public policy and practice change. We provide webinars and resources to keep our members informed of policy and practice change, along with resources that enable them to use their voice to advocate our governments.

We participate in government consultations and campaign for new areas of legislation where gaps in existing provision have been identified. We successfully campaigned for the Westminster government to bring about changes in Position of Trust legislation and advocated the Stormont Assembly to bring about similar changes.

At Westminster, we hold the Secretariat for the All-Party Parliamentary Group on Safeguarding in Faith Communities, and at the Welsh Senedd and the Scottish Parliament we belong to cross-party groups. We sit on the Out of Schools Steering Group at the Department for Education, the Sibling Sexual Abuse working group at the Cross-Party Group for Adult Survivors of Sibling Sexual Abuse at Holyrood, and we engaged our members in successfully advocating the Westminster Parliament in relation to the Sex Offenders name Change Campaign.

We successfully informed legislative process in relation to Domestic Abuse and Violence against Women and Girls strategy at Stormont and the Single Unified Safeguarding Response proposal at the Welsh Senedd. In Westminster, we've informed parliamentary debate around Mandatory Reporting, safeguarding information sharing and statutory guidance in relation to Working Together to Safeguarding Children.

## Research

We're committed to being a learning organisation so we can support our members with high quality evidence-based practice. We work with academic institutions to research different areas of safeguarding practice, to inform our training, practice guidance, and the quality of the advice we give to our members. We share our learning by making findings accessible to wider audiences by publishing reports, journals and participating in seminars. We're committed to enabling everyone's voice to be heard in research. Where there are opportunities for people and organisations to participate via surveys, interviews and focus groups, we invite our members to do so.

We're also part of a consortium of universities and other organisations working on a large-scale research program funded by the Arts and Humanities Research Council. Within the program led by the University of Kent, Thirtyone:eight is leading a research study exploring engagement between statutory authorities and safeguarding leads in faith organisations.

## Safeguarding children and young people in international Christian work

Thirtyone:eight partnered with the Department of Psychology at the University of Chester to conduct research into the challenges of safeguarding children and young people in international Christian work.

The research highlighted the complexities and challenges of working in the international context and how working together is key to developing effective safeguarding practice.

The aim of this research was to see whether co-production is a solution to the challenges of safeguarding children and young people in international Christian work. In this context, co-production means working in partnership with local people, agencies and organisations.

The research was published in June 2022. Download the research report at: [www.onlinelibrary.wiley.com](http://www.onlinelibrary.wiley.com)

## Safeguarding Sunday 2022

Safeguarding Sunday is our annual campaign to help churches raise awareness of safeguarding in their church communities. Over **3,000** churches took part in Safeguarding Sunday 2022, and many of them told us that following the campaign there was:



- Greater understanding and awareness of safeguarding among members.
- People feeling able to disclose abuse for the first time.
- People prompted to volunteer for key safeguarding related vacancies and roles.
- Increased willingness and motivation by workers to complete safeguarding training and criminal record checks.

### Here's what participants had to say:



*We managed to recruit some people to do children's registration on Sunday when we were struggling.*

*We had people come and talk to us about historic abuse which they had never disclosed to anyone. The Sunday focus, they said, helped them feel supported. We were also so glad to know of their experiences and be able to offer them support.*

*The church leaders have identified that we will change our safeguarding structures as a matter of urgency and a member of the congregation came forward with an issue on child safeguarding that will now need to go to the police.*

*It made safeguarding sound everyday and accessible for people in the church, not a big, scary threatening thing, just a normal part of what we do, which is exactly how it should be.*

*Church council members have been more proactive in doing safeguarding training since the service.*



## New resources to teach children important safeguarding messages.

This year we launched a new child-friendly educational safeguarding resource. To help communicate key safeguarding message we created the character of Roarry the Lion, a friendly and trusted guide, helping children to navigate the dangers and learn important skills such as how to raise their voice, their 'roar' and speak up when things aren't right.

The recommendations from the Independent Inquiry into Child Sexual Abuse (IICSA) report conclude that 'empowering children and young people to talk about [abuse] and opening up discussions between them and a broad range of adults, is essential' but as an adult, knowing how to do this confidently with children can feel daunting. Where do you start? What do you include? How do you ensure you use language that children will understand?

Children's workers have been asking us for help to effectively communicate the messages in an appropriate and easy to understand way and wanted a range of high-quality resources they could use to do this.

With our knowledge and insight into the needs of these groups, we created a complete session plan that can be adapted for use with children aged 4–9, is flexible enough to suit a variety of settings and timings, and that delivers content in a fun and informative way. We worked with a focus group of children's and youth workers to help us develop the resources and help us make them as easy to use as possible. The resource pack contains a mixture of games and activity ideas, craft and learning, and story-telling videos, all designed to make it easy to share the central messages to the children.

### One children's worker said about the resources:

*'The children in our group loved it. It fed in well with messages about identifying emotions and naming them that they hear at school but placed it in a biblical context. There's a lot to love about Roarry!'*



# Statement from the Chief Executives

**In recent times our news headlines and social media have exploded with stories of abuse across many institutions and organisations. We have seen too many people in positions of trust abuse their power. How do we respond to this? What can we do? We must be the change we want to see.**

The past year has seen us work harder than ever to equip, empower and encourage our members to do just this, so that we can continue to protect children, young people and adults at risk. When it comes to why we do what we do, the clue is in the name. We remain convicted and compelled by our Christian faith, which calls us to 'speak out on behalf of the voiceless, and for the rights of all who are vulnerable' as it says in Proverbs 31:8.

We continue to hold to the belief that Christians have a powerful and relevant voice in the public square relating to a wide range of issues – safeguarding included. Encouraging that voice in many areas publicly has become a significant part of our work in recent times, including our involvement as core participants in the Independent Inquiry into Child Sexual Abuse (IICSA). We were pleased to finally see the concluding recommendations of the Inquiry in October and together with others we will continue to engage with government in relation to their response to those recommendations in the months ahead.

At Thirtyone:eight we use our voice and our influence to speak up about the injustice of abuse and the need for public and private change so that vulnerable people can be better protected from abuse. We can only do this by working together and we're thankful to all

our members who help us create safer places for all across the UK and further afield. We're also grateful for our hard-working and dedicated staff and trustees, who help us raise safeguarding standards so that people at risk from abuse can feel and be safer wherever they are. Thank you for helping us create safer places for all.



**Justin Humphreys**  
Joint CEOs

**Steve Ball**

# Future plans

## Looking to the future our longer-term plans continue to be governed and developed in line with our organisational strategy.

This was updated during the year with post COVID learning being incorporated into it. We have a detailed plan for the next two to three years and are shaping the longer-term strategy for the next three to ten years plus. The strategy continues to be built around four key areas of focus with a view to increasing our audience, reach and influence:

**Sustainable Growth** We are an organisation that values our environment and strives to use the best technology and resources to maximise the effectiveness, impact and sustainability of our work. This will include working to be a carbon neutral organisation; developing the way we use technology and plan financially; engaging with changes in structure of Christian churches and communities; greater engagement across all four nations of the UK and internationally.

**Ethical Application** We are an organisation that is motivated by our Christian faith, which will always be demonstrated in our love for people and the way we engage with them. This will include; ensuring all services continue to operate in line with our core Christian values; responding to challenges and diversity in society.

**Collaborative Approach** We are an organisation that believes in the value that is brought by different perspectives, knowledge, experience and expertise and we will seek to strengthen the support we provide through working with others where possible. This will include: influencing and leading change at a national and local level; growing new and existing partnerships; expanding our membership models and offers; developing our consultancy, training, help line and DBS offers in collaboration with our membership.

**Professional Development** We are an organisation that seeks to positively influence others through the outworking of our Christian faith, professionalism and desire to improve people's lived experience through our own learning and development. This will include: further increasing the quality of work undertaken; providing opportunity to recognise good practice; increasing our role as a leading and learning organisation.



## Current Risk Management

As with all organisations, there will be potential risk areas. We have a detailed risk management framework (modelled on the Charity Commission Charities and Risk guidance) that is reviewed at each board meeting and senior team meetings to ensure we know what our risk areas are and, more importantly, how we mitigate against such risk. Our key risks this reporting year reflect the changes in societal work practices, with IT and data security being utmost in our minds as we continue to work in an ever more physically spread environment coupled with the demand for easy use of systems and secure access to our data.

Our new IT systems and infrastructure enable us to efficiently manage our data within our environment and Cyber Essentials external certification and plans for Cyber Essentials Plus in the coming financial year help us keep constant monitoring of how, why and where we use our data.

Our staff take risk seriously in all areas of our work, which works effectively towards identifying and managing risk well on a day-to-day basis. We have a 'no-blame' culture which gives confidence to staff and volunteers to be able to report any concerns or potential risks they see.

## Financials

**As At 31 March 2023 unrestricted funds amounted to £1,335,945 (2022: £1,458,709). Restricted funds amounted to £1,800 (2022: Nil) and designated funds amounted to £127,020 (2022: £154,981).**

Year on year our income has increased by £334k. This increase has come from across all our charitable activities but in particular was driven by an increase in DBS check volumes. Our expenditure increased by £346k. It is worth noting that when our DBS income increases, so do our corresponding direct costs due to the statutory DBS check charges. Another significant contributor to the increased expenditure was staff costs as we employed more people and increased staff wages due to the cost-of-living situation.

This gave us a net performance of -£89k before investments losses/gains. Last year was -£77k so a similar outcome.

We saw net losses on the revaluation of our investments of £60k giving us a total net movement in funds of -£149k.

Our fixed assets are valued at £1.2m. £127k is tangible and intangible assets so not readily available to support any deficit we see. £1m is in investments and is used to generate income for us.

## Reserves policy

The reserves policy specifically takes into account:

- Risks associated with each stream of income and expenditure being different from that budgeted.
- Planned activity level which may have an impact on reserves should a shortfall in expected income occur.
- The Charity's future commitments.

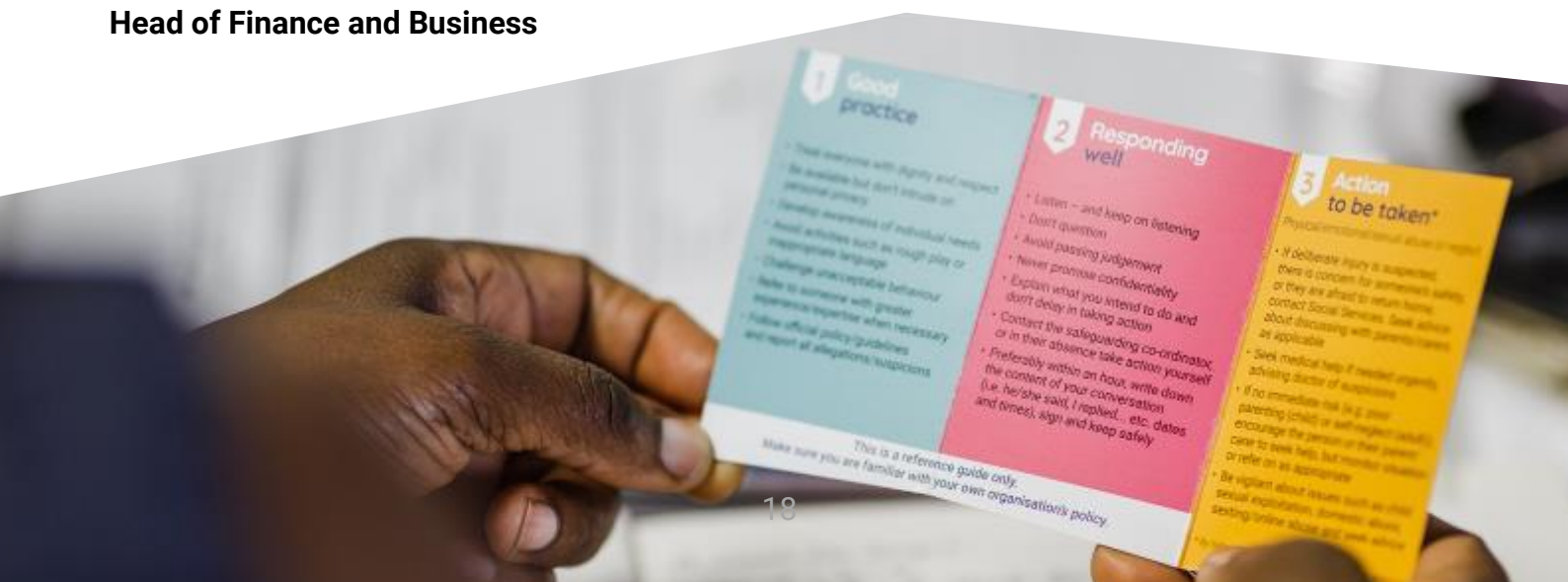
The financial reserves set aside will provide financial stability and the means for the development of principal activities. It is intended to maintain undesignated liquid funds (cash or other easily liquidated reserves) as at a level which is equivalent to at least three months expenditure. Based on the 2022 accounts this equates to approximately £748k (2021 was: £595k and the forecast for 2023: £773k). The remainder of these reserves are used to supplement our cashflow while we see budget deficits.

The calculation of the required level of reserves is an integral part of the organisations planning, budgeting and forecast cycle. The Trustees regularly review the amount of funds required to ensure they are adequate to fulfil the Charity's continuing obligations.

Further details of our accounts can be found in the accompanying financial statements.

## Clare Veal

### Head of Finance and Business



## Structure, Governance and Management

**Governing document:** Thirtyone:eight is a registered charity and a Company limited by guarantee, without share capital. It is governed by its Trustees (the Directors). The governing document is its Memorandum and Articles of Association. These were updated in November 2019 to include the simplification of Trustees' terms of office, the ability for remote meetings and changes in language to reflect current terms. The charity is registered with the Charity Commission in England and Wales, and the Scottish Charities Regulator.

**The Board of Trustees:** The Board consists of a maximum of 9 Trustees, dependent on recruitment of suitable candidates. New trustees are recruited as vacancies arise by following a safer recruitment process, which includes candidates being interviewed and references taken before being invited to participate in Board meetings before a final decision on appointment is reached by the full Board. Trustees' tenure is for a period of 3 years. Members can stand for re-election by the Board for a maximum of three terms.

The Board annually considers the mix of skills, knowledge and experience it needs to govern, lead and deliver the charity's purposes effectively. It endeavours to reflect this mix in its trustee appointments, balancing the need for continuity with the need to refresh the Board. Trustees receive an appropriately resourced induction when they join the Board. Trustees are given the opportunity to have ongoing learning and development. The full Board meet quarterly and, in addition, the Executive Committee, comprising the Chair and the Vice Chair and the Joint CEOs, meet four times.

Whilst it is acknowledged that the Board take ultimate responsibility for the activity of the charity, delegations are set to the 'lowest appropriate responsible person' to facilitate efficient and effective day to day running of the organisation. These are clearly set out in our Internal Controls Policy and Practice.

**Pay policy for key management:** The key management for the charity comprises the Trustees and the Joint Chief Executives. Remuneration and benefits are determined based on performance and periodic peer sector benchmarking. In the case of the Chief Executives, this power is delegated to the Trustees, and for other management personnel, pay and benefits are determined by the Chief Executives, subject to an overall budget and framework agreed by Trustees.

## Administrative details

<b>Registered charity name:</b>	Thirtyone:eight (formerly Churches' Child Protection Advisory Service)
<b>Charity registration number:</b>	1004490 (England and Wales) SC040578 (Scotland)
<b>Company registration number:</b>	02646487
<b>Principal and Registered office:</b>	2 Rosedale Nursery Offices, College Road, Hextable, Kent, BR8 7LT

### Trustees

Judith Davey-Cole (Appointed 31.03.23)

Peter Wharrad

Kathleen Marie Hallisey (Appointed 23.01.23)

Nicholas Donaldson (Appointed 23.01.23)

Paul Anthony Eeles (Appointed 23.01.23)

Oliver Home

Julie Douglas

Dr Tanya Herring (Resigned 24.07.23)

### Joint Chief Executives

Justin Humphreys (Safeguarding)

Steve Ball (Operations)

### Auditor

Azets Audit Services,  
First Floor, River House, 1 Maidstone  
Road, Sidcup, Kent, DA14 5RH

### Investment Managers

Rathbones,  
159 New Bond Street, London,  
W1S 2UD

### Bankers

Barclays Bank plc,  
8 - 14 Darwen Street, Blackburn,  
BB2 2BZ

### Solicitors

Bates Wells,  
10 Queen Street Place, London,  
EC4R 1BE

In accordance with the company's articles, a resolution proposing that Azets Audit Services be reappointed as auditor of the company will be put at a General Meeting.

### Disclosure of information to auditors

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

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 order of the board of trustees on  
01 November 2023 and signed on its behalf by:**



Peter Wharrad  
(Chair of Trustees)