

Company number: 11516337
Charity Number: 1180782

One Small Thing

Report and financial statements
For the year ended 31 March 2020

One Small Thing

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For the year ended 31 March 2020

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Reference and administrative information

For the year ended 31 March 2020

Company number 11516337
Country of incorporation United Kingdom

Charity number 1180782
Country of registration England & Wales

Registered office address One Small Thing
c/o We Work
30 Stamford Street
London
SE1 9LQ

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Lady Edwina Grosvenor	Chair	
Eleanor Searley		
Eleanor Davidson		
Catherine Bland	Treasurer	(appointed 2 July 2020)
Laurie Hunt		(appointed 12 November 2020)

Key management Personnel	Claire Hubberstey	Chief Executive
	Patricia Durr	Director of Operations (to 31 May 2020)
	Emma Caley Chetty	Financial Controller (from 9 March 2020)

Bankers Royal Bank of Scotland
Bolton Customer Service Centre
PO Box 2027, Parklands
De Havilland Way
Horwich
Bolton
BL6 4YU

Solicitors Boodle Hatfield
240 Blackfriars Road
London
SE1 8NW

Auditor Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
Invicta House
108–114 Golden Lane
LONDON
EC1Y 0TL

The trustees present their report and the audited financial statements for the year ended 31 March 2020.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association, the requirements of a directors' report as required under company law, and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

Purposes and aims

Our charity's purposes as set out in the objects contained in the company's memorandum of association are:

- to benefit the public by promoting the relief and rehabilitation of prisoners in the United Kingdom prison estate, of ex-offenders and of people at risk of offending by:
 - Enabling the provision and implementation of gender-responsive and trauma-informed practice within the criminal justice system; and
 - The provision of a community-based centre or centres offering accommodation, specialist services and opportunities to engage in work activities, education and training to women (and their children) who are in the criminal justice system or who are at risk of offending or re-offending.
- the promotion of social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society.

One Small Thing is striving for a justice system that meets the needs of women and their children, recognises the importance of trauma and promotes healing and hope for the future.

Our mission is to ensure that systems don't further traumatise, that they respond to people's individual needs and that they model inclusive gender responsive provision. We want to see a culture where services are informed about, responsive to and provide specific help to people to heal from trauma. Our aims fully reflect the purposes that the charity was set up to further.

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

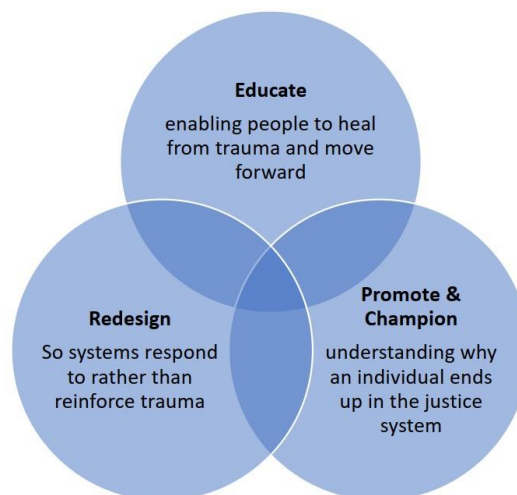
The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Achievements and performance

This year we developed our new three-year strategy launching in June 2020 running until March 2023. For 2019/20 we developed a set of strategic aims to help us achieve our vision and mission:

One Small Thing is striving for a justice system that meets the needs of women and their children, recognises the importance of trauma and promotes healing and hope for the future.

Our mission is to ensure that systems don't further traumatise, that they respond to people's individual needs and that they model inclusive gender responsive provision. We want to see a culture where services are informed about, responsive to and provide specific help to people to heal from trauma.



The strategic aims for 2019/20 are to:

Educate

Deliver Trauma Informed training to the prison estate, justice agencies and related organisations.

Redesign

Develop a model of alternative provision for justice involved women and their children.

Promote and Champion

Raise awareness of why the approach for women and children in the justice system needs to be different and of the benefits of Trauma Informed working.

We report against each of these aims in this annual report and accounts and set out our progress below.

Educate: Trauma Informed Training

Trauma Informed means

‘universal knowledge about adversity and trauma and its effects on individuals, communities, and society’.

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To date One Small Thing has provided training to 2,601 staff working across the prison estate and indirectly to 3,087 who have been trained via our Train the Trainer Programme. This is over 5,688 people who have received training on Becoming Trauma Informed via One Small Thing.

This training has been supported in the Women's and Long Term High Secure Male Prisons (LTHSE) in England and Wales by a process of trauma responsive culture change focussing on how the environment and culture and policies and practices, can minimise damage and maximise opportunities for healthy growth and development and for healing and recovery – an approach that is proven to reduce violence, self-harm and suicide.

In addition to the staff training and culture change work, prisoners are trained to deliver peer-led and facilitated Trauma Interventions. This work is hugely impactful and women who participate in the groups tell us it's one of the most important things they have done. In 2019/20 for the first time we saw Healing Trauma delivered in all 12 Women's Prisons in England.

One Small Thing has also delivered 11 trauma-informed training events to over 440 participants within 2019/20 to justice related agencies within three NHS settings.

The training has included:

- i) *Becoming Trauma Informed Awareness Training* – both as an awareness raising and as a train-the-trainer day which is delivered on a cascade model of training, a sustainable approach that allows teams to be able to deliver the course to colleagues and retain and build practice internally.
- ii) *Exploring Trauma* and *Healing Trauma*, two peer-led, gender responsive intervention programmes for men and women who have experienced trauma in their lives. The intervention is based on the values of trauma-informed services and workshop topics include: the process of trauma, power and abuse, grounding and self-soothing, and healthy relationships.
- iii) *Leadership days*.

Impact

It was within 2019/20 that we began work in the Long Term High Secure Estate, and between November 2019 and January 2020 we received our first set of indicator reporting from 13 out of the 16 prisons in the Estate. Whilst it was early days for all the prisons from this Estate who were involved in rolling out the programme, feedback was promising with 11 prisons completing the *Becoming Trauma Informed Awareness* training (as detailed above).

Qualitative feedback included:

- 'Many of the staff [who have been on the training] feel they can approach prisoners from a different angle and have a better understanding of the effects of trauma.'
- 'Changing the question from 'what's wrong with them' to 'what's happened to them' seems to have generated a more compassionate and individual approach to working with staff/prisoners within the guide team, as evidenced when discussing specific cases.'

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- 'Staff believe [the training] has helped them in their interactions and engagements with prisoners, as well as understanding how they have dealt with trauma in their personal lives.'

This final comment highlights a significant aspect of the Becoming Trauma Informed Awareness training, where participants are invited to start to recognise their own experiences of trauma and how to think about self-care, which in turn deepens their understanding of the people they work with and how trauma can significantly influence behaviours and responses.

Evaluation – Healing Trauma

In June 2019 we launched the evaluation of our Healing Trauma Intervention at the Houses of Parliament at a reception hosted by the then Parliamentary Under Secretary of State Ministry of Justice Edward Argar MP.

The evaluation was undertaken by Madeline Petrillo, Senior Lecturer in Criminology, University of Portsmouth. It found statistically significant improvements across the range of indicators evaluated.

Symptom	Impact
Depression	Before the intervention, the survey results showed that just over 43% of participants were experiencing severe depression. This reduced to just over 23% after completing Healing Trauma.
Anxiety	Prior to Healing Trauma, 60% of participants reported symptoms consistent with Generalised Anxiety Disorder. Post-intervention this reduced to 33.3%.
Psychological Distress	The results revealed statistically significant reductions in symptoms of psychological distress post-intervention.
PTSD	There was a 38% reduction in reported symptoms of PTSD, though prevalence remained high.
Trauma related problems	The women reported statistically significant reductions in trauma-related problems following completion of the Healing Trauma programme.

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An extract from a letter from a resident – February 2020

'I have just completed your healing trauma course and found [it] to be helpful... I have been asked to mentor the course which I can't wait to do.'

Resident, HMP & YOI New Hall.

I would say to them that anyone who's come to prison, and I personally really think especially women, haven't just come here because they're bored or haven't got something better to do. It's normally really serious trauma they've undergone, and maybe several of them, that led to this event... We need to treat the symptoms of that and the Healing Trauma really does that, and it makes you a human being again and puts you back in touch with those feelings that you boxed away and told yourself that you weren't allowed to feel. And if we want to release people as functioning members of society, we need to give them that time to heal.

Focus Group Participant

Feedback from NHS teams

In early 2020 we delivered *Becoming Trauma Informed Awareness Training* to three London-based NHS teams and a Reading-based organisation working with women on licence from prison, all with excellent feedback.

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Quantitative feedback (NHS Trusts)

	Definitely %	Agreed %	Neutral %
The training met my expectations	74	26	
The training objectives were clear & delivered	77	20	3
The content was organised and easy to follow	69	30	1
There was enough opportunity for learning & discussion	77	20	3
The training will help me in my work	85	15	
The trainer was knowledgeable & skilled	95	5	
Overall the quality of the training was good	87	7	6

Qualitative feedback

'The trauma informed care training has created a lot of awareness about myself and my work environment in relation to some of the attitudes and behaviours we exhibit in our interaction with patients ...' February 2020

Covid-19

However, delivery post February 2020 has received a significant set-back due to COVID-19 and work in most of the prisons has had to be halted due to the restricted regimes put in place as a result of the pandemic. We developed a COVID-19 response switching our training to online, developing and providing especially designed 'in cell' programming for residents to continue aspects of the trauma intervention, provided distraction packs and materials for residents, and have continued to support our prison leads virtually.

Redesign: Develop a model of alternative provision for justice involved women and their children

May 2019 saw the start of the detailed phase of development that will see our Hope Street project become a reality.

Hope Street is a community-based, trauma-informed network of accommodation and services to empower women and promote community cohesion. Building on the excellent work and best practice already established by Women's Centres in England and Wales, Hope Street will be the first purpose built, county-wide residential network designed by women, for women with multiple needs.

Hope Street will include both a central 24 hour staffed Hub and supported move-on housing. The Hub will provide a brand new purpose-built environment, designed for women and children, and a wide range of opportunities for women to improve their education, skills and life chances.

Hope Street is also for the local community to access a community café space and group activities such as keep fit classes. Filled with natural light, greenery and flowers we will create a calming and

inspiring environment that allows for private reflection, healing and recovery as well as enjoyable shared experiences.

Hope Street will provide a temporary home for women and their children along with support, education and training, and work skills. They will have supervision from full time on-site staff, as well as spaces to heal and to mix with each other and visiting friends and family.

Hope Street is both a place and a new way of working with and for women: to educate, support and sustain women, reduce the number of women who are sent to prison and provide a more effective community alternative to the current arrangements for women in the justice system which are failing.

Although Hope Street is a new approach, the work of One Small Thing over a number of years has demonstrated the positive impact to the individual and wider society of trauma informed and gender specific approaches. The proposals for Hope Street will enable us to take this work further creating a more durable and positive impact on the lives of women and their families.

Our aspiration is to achieve just outcomes that serve the community and influence and change the way the women are dealt with in the justice system, resulting in more appropriate disposals which invariably will see a reduction in the number being sent to prison and reduce the risk of reoffending.

Hope Street aims to be an alternative sentencing option for 'low risk' women who have committed a non-violent offence and for whom the alternative may be a very short custodial sentence. Often women are sent to prison while on remand pending trial; or because they are unable to serve a community sentence because their home is not safe; or because they are homeless. Hope Street aims to fill this gap by providing a suitable community-based alternative.

Hope Street will accommodate and provide support to women eligible for a community sentence subject to a suitability assessment and as directed by the magistrates' courts. Women will be able to complete the requirements of a community sentence including unpaid work and a varied programme of activities, some of which will be accredited so that women gain valuable qualifications that will provide better future employment opportunities.

Most women being sent to prison are without question some of the most disadvantaged in our society, have not committed violent offences and are not a risk to society.

In May 2019 we identified and purchased, subject to Hope Street getting planning consent, a site suitable for the Hope Street Hub.

In June and July 2019, a comprehensive piece of work was undertaken in partnership with Heatherwick Studios in London to develop the Hope Street Design Principles, the purpose of which was to inform the architect's brief and to provide a blueprint for future developments across the

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country. A further piece of pro bono work was undertaken with Michaelis Boyd Architects in London to create the first design concepts for the Hope Street hub based on the proposed site.

In October 2019 following a competitive tendering process, our Design Team for the project was created. We appointed Snug, a firm of Hampshire based architect's, interior designers Focus Design, and landscape designers Harris Bugg.

The Michaelis Boyd concepts and Heatherwick produced Design Principles were provided to Snug and the Design Team who developed detailed designs and plans for a pre-app stage with Southampton City Council in January 2020 followed by formal submission of the full planning in the spring of 2020.

Between December 2019 and February 2020, five co-design workshops were held with justice involved women in Hampshire, representative of those who are most likely to benefit from Hope Street in the future. The architects and design team worked with the women to develop the designs and plans for Hope Street to ensure that the final designs and plans reflect their needs, view and opinions.

We also worked with experts in the field of Trauma, Trauma Informed Design and Enabling Environments to pull together the best of what is currently out there to inform the designs and embarked on a series of visits to see trauma informed, healing and purpose-built environments and how they were being used.

Building on the initial Business Case produced to establish need and viability for the project, during 2019/20 we also developed a detailed Business Plan for Hope Street. This includes financial information and projections, staffing models, details of the social enterprise, operational plans, and how the rest of the Hope Street network (supported housing and community support) will be delivered and managed. We also undertook stakeholder mapping and began looking at opportunities for partnership and collaborative working.

Full planning permission was granted by Southampton City Council for our Hope Street Hub in September 2020.

Alongside this we started developing our outcomes framework and working with the Ministry of Justice to establish a set of relevant indicators for us to report against. This will ensure we are able to effectively demonstrate our impact and begin gathering baseline data at an early point. We plan to commission an academic institution in 2020/21 to be our evaluation partner.

"Hope Street is going to be amazing! If something like this had been there for me 10 years ago, my life and my kids' lives would be so different today! Thank you so much for asking me to be here today, it's the first time I've ever been asked to contribute my views."

Co-design workshops Participant

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"Most women sent to prison are serving short sentences for non-violent offences, and many are mothers who need real support to address underlying problems in a place where their caring responsibilities and their children's needs can also be met. Hope Street represents not only a new approach to fixing an old problem, but a new way of thinking about women in the justice system, which I welcome wholeheartedly."

The Right Honourable David Gauke MP

Secretary of State for Justice January 2018 – July 2019

Promote and Champion: Raise awareness of why the approach for women and children in the justice system needs to be different and of the benefits of Trauma Informed working

This aim was primarily delivered via the establishment of a national Trauma Conference, Trauma Network and Quality Standards Framework, and through delivery of our Justice Podcast series.

Trauma Conference

In March 2019 we held a two-day conference for professionals working with people who may have experienced significant trauma. The event focussed on working with trauma and self-care and brought together practitioners from a range of backgrounds to enhance their skills and knowledge, contribute to their professional development and support their own self-care. The event was attended by over 120 professionals from background such as social work, police, magistrates, prison officers, youth offending teams, academics etc.

The feedback from the event was excellent and in September 2019 we were successful in securing funding to make this an annual event. The next conference was due to take place in May 2020 but had to be postponed until later in the year due to the pandemic. The funding also enabled us to develop a linked Trauma Network and to develop a Quality Standards framework for Trauma Informed Working.

Conference Feedback

Very informative, hugely motivating conference. Really inspires a sense of focus on the need to adapt working practice and environment to provide the best opportunity for people from all walks of life to be celebrated.

Ace Conference in Leeds – which is amazing great balance of T/I and self care. Great Venue and helpers. Better – more time to reflect in groups how to take forward ie. Group for each step of journey? & opportunity to discuss one to one? Possible send in requests of what want covered?

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Dear OST, A huge, huge thank you for hosting the conference. Great keynote addresses, informative workshops. I can clearly see and am ready to implement what is possible for my organisation to become trauma responsive. It has not gone unnoticed how much care you have taken in curating this conference AND also the care you have taken of every delegate in the last 48 hrs. It's refreshingly unique. Thank you again. I look forward to the next one!

Best Conference ever! First conference I have attended feeling relaxed and uplifted. Loved all the self-care stuff. Great speakers.

Material on organisational trauma was extremely thought provoking & surprisingly had an emotional impact on me – which demonstrates the need for this. It was good for me to hear how my knowledge of trauma and therapeutic parenting fits into organisational trauma. I also loved the activities in Karen's workshop.

Trauma network

We know through our prison work that individuals are key to driving change – the ability to meet together and to share knowledge and experiences and to find solutions and ways through the challenges of implementing this change work: the funding will enable us to develop a network of peer support clusters across the country for those working with trauma with a focus on organisational change and communications and events across 12 regions.

Quality Standards

There is currently no trauma informed accreditation framework for organisations to be able to track and have their change process monitored and acknowledged. Some organisations are trying to fit their trauma work into other frameworks such as the Royal College of Psychiatrists Enabling Environments framework. The funding secured will enable us to create this as an accredited membership model so it would draw income down the line for sustainability.

In Spring 2020 we successfully recruited a member of staff to oversee and develop this work and appointed Dr Alexandria Bradley from Leeds Beckett University to work with us to develop the quality standards.

We planned to launch the Trauma Network and the Quality Standards at our annual conference due to take place in May 2020; this will be postponed until later in 2020.

Justice Podcast

One Small Thing publishes a two weekly podcast covering a wide range of justice related themes and issues. The JUSTICE series provides insight on trauma, mental health, reoffending rates, life inside prisons and much more from different perspectives across the criminal justice system including those working within the system and those with moving first-hand experiences. In the time period of March 2019 – April 2020, there were 25,655 listeners over 24 podcasts on Acast. The overall number of listens will be higher as this does not take into account listeners on

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our website. In the next year, we intend to account for additional listeners through Google Analytics.

Below is the full list of podcasts within this period, the podcasts with the top number of listeners featured these contributors: Penelope Gibbs, Dolly Sen, Helen McGinn, One Small Thing Trauma Conference and Alexandra.

- Ian Acheson – former prison officer, Professor at Staffordshire University
- Laura Richards and Zoe Dronfield – survivor and activist, founder of Paladin National Stalking Advocacy Service
- Dougie Graham – Governor of HMP Isle of Wight
- Chief Constable Olivia Pinkney – senior police officer, Isle of Wight
- Helen Alderson – Head of Delegation, International Committee of the Red Cross
- Polly Neate – CEO, Shelter
- Dickie James MBE – CEO, Staffordshire Women's Aid
- Mark Fairhurst – Chair of the Prison Officers' Association
- Sarah Hughes – CEO, The Centre for Mental Health
- Luke Hart – Award winning domestic abuse advocate, author
- Peter Clarke – HM Chief Inspector of Prisons
- Nick Hardwick – Profession of Criminal Justice, Royal Holloway University of London
- The Tartan Con – Ex-prisoner turned prison employee
- Just for Kids Law – UK Charity protects the right of children and young people
- Noel Williams and Kate Paradine – Policy Advisor, CEO for Women in Prison
- Jack Rowlands – Chief Inspector, head of DIVERT
- Mark Fairhurst – Chair of the Prison Officers' Association
- John Podmore – International criminal justice and expert witness consultant
- Another Me Exhibition at the Southbank Centre – the Koestler Arts
- Naima Sakande – Women's Justice Advocate, APPEAL
- Gary Mansfield – Ex-prisoner, artist and podcast producer
- Dolly Sen – Artist and mental health activist
- Dr Stephanie Covington – Clinician and trauma expert
- Lucie Russell and Jasmine Fulcher – CEO of StreetDoctors and volunteer medic
- Simon Shepherd – Director, The Butler Trust
- Inspector Michael Brown OBE – Police officer, West Midlands Police
- Marian Partington – Facilitator for The Forgiveness Project
- Alexandra – Rape survivor taking her case to court
- Helen McGinn – Author and columnist
- One Small Thing Trauma Conference
- Penelope Gibbs – Founder of Transform Justice

Website Analytics: Yearly analysis

In the year to 31 March 2020, the website has had 14,289 unique visitors, 11,668 visits and 33,981 page views. Visitors to our website are largely from the UK, making up 87.6% whereas next are the USA with only 4.84% and France with 0.86%.

It is important that we widen our reach of followers as although One Small Thing's work is focused on England and Wales, the greater issue of looking at trauma-based work with women in the criminal justice system is significant globally. This will be targeted through social media, posting regularly on Twitter and LinkedIn will enable the charity's work to appear more widely. In addition, scheduling posts according to different time zones will be trialled to see if engagement can be increased in both number of followers and diversity of region.

In 2020/21 we plan to develop a comprehensive comms strategy and increase our reach on social media.

Plans for the future

In June 2020 we launched our new three-year strategic plan, which outlines how we plan to take forward a number of areas of activity as follows:

- Review the staffing structure and add additional capacity for comms, fundraising and to support the operational delivery of our work.
- Develop a more coordinated and embedded approach to participation for justice involved women across the organisation.
- Develop a comprehensive comms and social media strategy to increase our presence and our impact including a plan for capturing the progress of the Hope Street project and build.
- Produce a fundraising strategy seeking new sources of funding and ways to diversify the income.
- Appoint an evaluation partner for our Hope Street project and establish baseline data collection to evidence success.
- We will review and continue to add to our staff support offer to ensure that the team are well supported and have access to training and development opportunities so they can build their resilience and ensure they are equipped to do the best job possible.

Financial review

The Statement of Financial Activities shows net surplus for the year of £1,236,852 (2019 – £18,210).

Income totalled £1,897,667 (2019 – £533,621) an increase of some £1.4m on the prior year. Total income included £916,000 (2019 – £0) that was restricted. Restricted funding was received for the provision of Trauma Training across the prison estate and to external bodies seeking Trauma Training and the Policy and Influencing programme. Included within the £916,000 restricted income was £380,000 for the development of Hope Street.

Expenditure totalled £660,815 (2019 – £515,411) with over 81% of our expenditure spent on our charitable activities. We have been able to allocate expenditure of £24,454 to raising funds this year (2019 – £nil). By recruiting dedicated fundraising support we intend to increase efficiencies in this area over the course of the next year.

Additional designated funds of £625,000 have been set aside by trustees to support Hope Street of which £16,440 has been spent in the year to 31 March 2020.

The principal funding sources for the charity during the reporting period are major donors and trusts and foundations. Looking forward, we are investing in our fundraising capacity and developing a fundraising strategy to increase and diversify our income. We are grateful for all the financial support that we receive without which we would not be able to undertake our charitable activities.

Balance Sheet

The value of One Small Thing's net assets amounted to £1,255,062, an increase of £1,236,852 from the closing balance of £18,210 at 31 March 2019. Unrestricted funds at 31 March 2020 stood at £748,990 (2019: £18,210). Designated funds of £608,450 (2019: £nil) and restricted funds of £506,072 (2019: £nil) were also held at 31 March 2020. It is anticipated that all of the designated funds will be spent by 31 March 2021.

During the year, the net book value of tangible fixed assets increased to £269,399, reflecting the development of Hope Street. Further, cash held includes £575,380 designated for the development of Hope Street.

Reserves policy and going concern

Reserves are needed to bridge the gap between spending and receiving of income and to cover unplanned emergencies, including pandemics and other expenditure. The trustees consider that the ideal level of reserves as at 31 March 2020 to be 5 months of core operating costs, £92,000. As noted above, the free reserves at 31 March 2020 was £80,430 (2019: £18,210) as per Note 14a which is just short of our target level.

The trustees have examined the charity's requirements for reserves in light of the main risks to the organisation. The reserves are needed to meet the working capital requirements of the charity and the trustees are confident that at this level they would be able to continue the current activities of the charity in the event of a significant drop in funding. This policy will be reviewed in the next financial year.

Principal risks and uncertainties

The Board has reviewed the major risks to which the charity is exposed, and systems have been established to mitigate those risks. External risks relating to the Hope Street project have been mitigated by taking specialist legal advice on the contracting, purchase and development arrangements for this project. Risks to funding are mitigated by a fundraising plan aimed at ensuring income streams continue to be sustainable and that sufficient resources are available to undertake the charitable activities.

Internal risks are minimised through a series of policies and procedures including safeguarding, H&S, financial management and data protection.

A Risk Management Policy has been approved by Trustees and a formal risk register is in development. In addition to the common key risks (HR risks: staff burnout; non-compliance with HR and other employment legislation; loss of key staff; Organisational risks : inadequate security of IT systems and data; banking failure; failure to achieve key/strategic objectives due to lack of funding; difficulty to cover central organisational costs; lack of capacity to raise funds; loss of relationships with key donors; cash flow issues; and Reputational issues. Principal risks identified and discussed with Trustees relate to;

- Undertaking a capital build project – our Hope Street Project
- Fundraising for this capital build project
- The need to embed and develop more advanced internal systems and processes to enable sustainable growth of the charity
- Monitoring and adapting to COVID-19 including consideration of our beneficiaries and ways we can continue to support them, our fundraising and economic environment and the operational impact on the charity

In early 2020 a Financial Controller and a Business Administration Manager were appointed to the core team in order to progress some of the internal infrastructure and policy development work more rapidly. In the next financial year we will continue to add resource to the team including the recruitment of a Head of Training and Development and dedicated fundraising capacity. We will continue to diversify funding sources and expand our work in line with this.

Fundraising Disclosures

One Small Thing's funding is from two primary sources: grants from trusts and foundations and major donor donations. We do not employ any professional fundraisers or commercial participators to carry out fundraising activities directly with the public. We also do not have any

fundraising carried out by third parties. We therefore do not subscribe to any fundraising schemes or codes. We also do not directly involve vulnerable people in our fundraising activities. We have not received any complaints about our fundraising activity.

Structure, governance and management

The Board of Trustees has overall responsibility for ensuring that the charity meets its charitable objectives and has an appropriate system of controls, financial and otherwise. The Board meets quarterly and is chaired by Lady Edwina Grosvenor; it currently has three members. Two further members will be appointed to the Board in 2020/21 including a Treasurer.

Due to its size the Board does not have sub-committees. Instead, all Trustees are involved in ensuring that the legal obligations of the charity are met, and that the charity pursues its charitable objectives as set out in the governing documents. The Board meet between the Quarterly Board meetings to review;

- Finance & Risk (including Audit)
- Fundraising

The Board also holds two Strategy Review sessions per annum with the Senior Management Team (SMT) and members of the team to consider how planned activities contribute to the aims and objectives.

The Board of Trustees employs the CEO, Claire Hubberstey, to whom the charity's Board of Trustees delegates day-to-day management of the charity. The CEO manages a Senior Management Team consisting of the Director of Operations and Financial Controller who in turn manage their individual teams.

The organisation is a charitable company limited by guarantee, incorporated on 14 August 2018 and registered as a charity on 21 November 2018.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 6 to the accounts.

Appointment of trustees

Trustees are recruited to the Board by the Chair, and their appointment is agreed by the entire Board of Trustees. There is no external body that is entitled to appoint one or more of the Board of Trustees.

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Trustees' annual report

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Roles are advertised with candidates asked to apply in response to the detailed role description published. Interviews are conducted with a minimum of two Trustees with a recommendation then made to appoint / not appoint.

Trustee induction and training

Before starting in their role on the Board, trustees are provided with a detailed role description, and receive a comprehensive induction which includes:

- A full information pack containing the current governing documents; strategic and shorter-term plans; recent statutory accounts and current management accounts; recent board minutes; an organisation chart/ organogram; and general background information;
- An opportunity to visit the charity's office, meet other trustees and staff team and attend a board meeting;
- A clear explanation of the trustee's expected role, responsibilities and legal obligations, input to the board and time commitment;
- Access to Charity Commission guidance.

Trustees are also provided with access to training which includes:

- NSPCC Safeguarding Training for Trustees
- NCVO Training on Governance and Trustee Induction
- Organisation specific training on our area of work: Trauma Informed Working.

Related parties and relationships with other organisations

Our founder, Lady Edwina Grosvenor, continues to be a major funder of an unrestricted donation to the charity during the reporting period. Further, a family member of the founder made an unrestricted donation to the charity of £625,000, including gift aid, in year. Related party transactions have been disclosed in note 8 of the accounts.

Remuneration policy for key management personnel

The directors consider the board of directors, who are the Trust's trustees, and the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis. All trustees give of their time freely and no trustees received remuneration in the year. Details of trustee expenses and key management personnel costs are disclosed in note 6 to the accounts.

The pay of the senior staff is reviewed annually and normally increased in accordance with average earnings. In view of the nature of the charity, the directors benchmark against pay levels in other charities of a similar size.

Statement of responsibilities of the trustees

The trustees (who are also directors of One Small Thing for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which 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 judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice 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 charity will continue in operation

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

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 United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2020 was 3 (2019: 3). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP was appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

The trustees' annual report has been approved by the trustees on 12 November 2020 and signed on their behalf by

Lady Edwina Grosvenor
Chair of Trustees

Opinion

We have audited the financial statements of One Small Thing (the 'charitable company') for the year ended 31 March 2020 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 2020 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
- 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual 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' annual 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; or
- The trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Other matter

The financial statements of One Small Thing for the period ended 31 March 2019 were not audited, but an independent examination was carried out which expressed an unmodified opinion on those statements.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, 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.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

Independent auditor's report

To the members of

One Small Thing

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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.

Fleur Holden (Senior statutory auditor)

17 November 2020

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

One Small Thing

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2020

	Note	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Income from:							
Donations	2	958,581	–	958,581	511,021	–	511,021
Charitable activities							
Relief and rehabilitation within the criminal justice system	3	1,717	666,370	668,087	22,600	–	22,600
Promotion of social inclusion	3	21,369	249,630	270,999	–	–	–
Total income		981,667	916,000	1,897,667	533,621	–	533,621
Expenditure on:							
Raising funds	4	24,454	–	24,454	–	–	–
Charitable activities							
Relief and rehabilitation within the criminal justice system	4	156,892	339,084	495,976	460,324	–	460,324
Promotion of social inclusion	4	69,541	70,844	140,385	55,087	–	55,087
Total expenditure		250,887	409,928	660,815	515,411	–	515,411
Net income for the year	5	730,780	506,072	1,236,852	18,210	–	18,210
Transfers between funds		–	–	–	–	–	–
Net movement in funds		730,780	506,072	1,236,852	18,210	–	18,210
Reconciliation of funds:							
Total funds brought forward		18,210	–	18,210	–	–	–
Total funds carried forward		748,990	506,072	1,255,062	18,210	–	18,210

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

Movements in funds are disclosed in Note 15a to the financial statements.

The comparatives are shown for the period 14 August 2018 to 31 March 2019.

One Small Thing

Balance sheet

Company no. 11516337

As at 31 March 2020

	Note	£	2020 £	£	2019 £
Fixed assets:					
Tangible assets	10		<u>269,399</u>		<u>–</u>
			269,399		–
Current assets:					
Debtors	11	229,290		32,535	
Cash at bank and in hand		<u>963,250</u>		<u>25,905</u>	
		1,192,540		58,440	
Liabilities:					
Creditors: amounts falling due within one year	12	<u>(206,877)</u>		<u>(40,230)</u>	
Net current assets			<u>985,663</u>		<u>18,210</u>
Total assets less current liabilities			<u>1,255,062</u>		<u>18,210</u>
Total net assets			<u><u>1,255,062</u></u>		<u><u>18,210</u></u>
The funds of the charity:	15a				
Restricted income funds			506,072		–
Unrestricted income funds:					
Designated funds		608,560		–	
General funds		<u>140,430</u>		<u>18,210</u>	
Total unrestricted funds			<u>748,990</u>		<u>18,210</u>
Total charity funds			<u><u>1,255,062</u></u>		<u><u>18,210</u></u>

These accounts have been prepared in accordance with the special provisions applicable to small companies subject to the small companies' regime.

Approved by the trustees on 12 November 2020 and signed on their behalf by

Lady Edwina Grosvenor
Chair of Trustees

One Small Thing

Statement of cash flows

For the year ended 31 March 2020

	Note	2020 £	£	2019 £	£
Cash flows from operating activities					
Net income for the reporting period (as per the statement of financial activities)		1,236,852		18,210	
Increase in debtors		(196,755)		(32,535)	
Increase in creditors		166,647		40,230	
Net cash provided by operating activities		1,206,744		25,905	
Cash flows from investing activities:					
Purchase of fixed assets		(269,399)		–	
Net cash used in investing activities		(269,399)		–	
Change in cash and cash equivalents in the year		937,345		25,905	
Cash and cash equivalents at the beginning of the year		25,905		–	
Cash and cash equivalents at the end of the year		963,250		25,905	
Analysis of cash and cash equivalents					
	At 1 April 2019 £	Cash flows £	Other non- cash changes £	At 31 March 2020 £	
Cash at bank and in hand	25,905	937,345	–	963,250	
Total cash and cash equivalents	25,905	937,345	–	963,250	

1 Accounting policies

a) Statutory information

One Small Thing is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is Inchmery Office, Inchmery House, Inchmery Lane, Exbury, Southampton, SO45 1AE.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

1 Accounting policies (continued)

g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering trauma informed training, the trauma conference and podcast undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity

- | | |
|--|-----|
| ● Relief and rehabilitation within the criminal justice system | 70% |
| ● Promotion of social inclusion | 30% |

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

1 Accounting policies (continued)

j) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Land & Buildings 21 years

k) Debtors

Trade and other 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.

l) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

m) 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 normally recognised at their settlement amount after allowing for any trade discounts due.

2 Income from donations

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Donations and Gifts	668,853	–	668,853	130,143	–	130,143
Gift Aid	167,130	–	167,130	32,535	–	32,535
Donated services	122,598	–	122,598	348,343	–	348,343
	958,581	–	958,581	511,021	–	511,021

In 2019, the founder of the charity made a donation to cover the start up costs (including salaries). In 2020, the founder donated £165,352 as a contribution to the core costs of running the charity and made a further donation for key management personnel costs and staff expenses.

3 Income from charitable activities

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Trauma Conference 2019	1,717	–	1,717	22,600	–	22,600
Government Funding	–	65,000	65,000	–	–	–
Trusts & Foundations	–	601,370	601,370	–	–	–
Sub-total for Relief and rehabilitation within the criminal justice system	1,717	666,370	668,087	22,600	–	22,600
Trusts & Foundations	–	249,630	249,630	–	–	–
Training income	21,369	–	21,369	–	–	–
Sub-total for Promotion of social inclusion	21,369	249,630	270,999	–	–	–
Total income from charitable activities	23,086	916,000	939,086	22,600	–	22,600

The Ministry of Justice awarded One Small Thing a total grant of £130,000 for 2019/20 and 2020/21 (£65,000 of which has been recognised in 2019/20) to develop a process for the Long Term and High Security units in the Men's Prison Estate that mirrors the work accomplished in the Women's Prison Estate in terms of *Becoming Trauma Informed*.

One Small Thing

Notes to the financial statements

For the year ended 31 March 2020

4a Analysis of expenditure (current year)

	Charitable activities					
	Raising funds	Relief and rehabilitation within the criminal justice system	Promotion of social inclusion	Governance costs	Support costs	2020 Total
	£	£	£	£	£	£
Staff costs (Note 6)	20,778	89,522	68,094	8,657	15,171	202,222
Travel expenses	3,676	3,908	3,309	1,813	2,302	15,008
Insurance costs	-	-	-	1,502	-	1,502
Delivery of trauma work in secure estate	-	199,459	20,743	-	-	220,202
Hope Street	-	121,855	-	21,615	-	143,470
Podcasts	-	-	25,638	-	-	25,638
Auditor fees	-	-	-	8,940	-	8,940
Independent examiner fees	-	-	-	-	-	-
Legal Fees	-	-	-	10,827	-	10,827
IT costs	-	-	-	-	3,392	3,392
HR/Payroll set up costs	-	-	-	-	9,703	9,703
Marketing	-	-	-	-	8,532	8,532
Rent	-	-	-	-	5,783	5,783
Telephone	-	-	-	-	841	841
Other	-	1,383	-	-	3,372	4,755
	24,454	416,127	117,784	53,354	49,096	660,815
Support costs	-	38,265	10,831	-	(49,096)	-
Governance costs	-	41,584	11,770	(53,354)	-	-
Total expenditure 2020	24,454	495,976	140,385	-	-	660,815

One Small Thing

Notes to the financial statements

For the year ended 31 March 2020

4b Analysis of expenditure (prior period)

	Charitable activities					
	Raising funds	Relief and rehabilitation within the criminal justice system	Promotion of social inclusion	Governance costs	Support costs	2019 Total
	£	£	£	£	£	£
Staff costs (Note 6)	–	57,907	24,817	–	2,744	85,468
Travel expenses	–	–	–	–	4,003	4,003
Insurance costs	–	–	–	–	1,416	1,416
Delivery of trauma work in secure estate	–	351,931	–	–	–	351,931
Hope Street	–	35,163	–	–	–	35,163
Podcasts	–	–	23,703	–	–	23,703
Independent examiner fees	–	–	–	4,200	–	4,200
IT costs	–	–	–	–	3,888	3,888
HR/Payroll set up costs	–	–	–	–	895	895
Telephone	–	–	–	–	467	467
Other	–	–	–	–	4,278	4,278
	–	445,001	48,520	4,200	17,690	515,411
Support costs	–	12,383	5,307	–	(17,690)	–
Governance costs	–	2,940	1,260	(4,200)	–	–
Total expenditure 2019	–	460,324	55,087	–	–	515,411

5 Net income for the year

This is stated after charging:

	2020 £	2019 £
Auditor's remuneration (excluding VAT):		
Audit fees	7,800	–
Independent examiner's fees	–	3,500
	<u> </u>	<u> </u>

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

Staff costs were as follows:

	2020 £	2019 £
Salaries and wages	80,136	2,300
Staff costs covered by donation	110,345	82,724
Social security costs	9,074	444
Employer's contribution to defined contribution pension schemes	2,667	–
	<u>202,222</u>	<u>85,468</u>

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2020 No.	2019 No.
£60,000 – £69,999	2	–
	<u> </u>	<u> </u>

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £142,313, which included £110,345 of staff costs paid for by the trustee and founder as a donation (2019: £82,724).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2019: £nil). No charity trustee received payment for professional or other services supplied to the charity (2019: £nil).

£281 of trustee expenses were incurred during the year for travel (2019: £nil) for 1 trustee (2019: nil).

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2020 No.	2019 No.
Raising funds	0.2	–
Charitable activities	1.8	1.0
Support	1.1	–
Governance	0.1	–
	<u>3.2</u>	<u>1.0</u>

8 Related party transactions

Aggregate donations from the founder of the charity, trustee Lady Edwina Grosvenor, were £287,951 (2019: £478,486), which includes donations for salaries and staff expenses of £122,598 (2019: £348,343).

A family member of the founder of the charity, trustee Lady Edwina Grosvenor donated £625,000, which includes gift aid of £125,000 (2019: £nil).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

9 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10 Tangible fixed assets

	Asset under construction £	Total £
Cost		
At the start of the year	-	-
Additions in year	269,399	269,399
	<hr/>	<hr/>
At the end of the year	269,399	269,399
	<hr/>	<hr/>
Depreciation		
At the start of the year	-	-
Charge for the year	-	-
	<hr/>	<hr/>
At the end of the year	-	-
	<hr/>	<hr/>
Net book value		
At the end of the year	269,399	269,399
	<hr/>	<hr/>
At the start of the year	-	-
	<hr/>	<hr/>

A deposit, legal fees and consultancy fees relating to the property 30-32 The Avenue, Southampton (Hope Street) to the value of £293,879 (2019: £nil) is included within Asset under construction and not depreciated.

All of the above assets will be used for charitable purposes.

11 Debtors

	2020 £	2019 £
Gift Aid recoverable	126,001	32,535
VAT recoverable	47,513	-
Trade debtors	12,089	-
Prepayments	38,962	-
Other debtors	4,725	-
	<hr/>	<hr/>
	229,290	32,535
	<hr/>	<hr/>

12 Creditors: amounts falling due within one year

	2020 £	2019 £
Accruals	141,877	40,230
Deferred income (note 13)	65,000	–
	206,877	40,230

13 Deferred income

Deferred income comprises £65,000 from the Ministry of Justice.

	2020 £	2019 £
Balance at the beginning of the year	–	–
Amount released to income in the year	–	–
Amount deferred in the year	65,000	–
Balance at the end of the year	65,000	–

14a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	60,000	33,180	176,219	269,399
Net current assets	80,430	575,380	329,853	985,663
Net assets at 31 March 2020	140,430	608,560	506,072	1,255,062

14b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Net current assets	18,210	–	–	18,210
Net assets at 31 March 2019	18,210	–	–	18,210

15a Movements in funds (current year)

	At 1 April 2019 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2020 £
Restricted funds – capital:					
Relief and Rehabilitation from within the criminal justice system:					
CHK Foundation	–	350,000	(154,928)	–	195,072
George Cadbury Fund	–	30,000	(6,867)	–	23,133
Restricted funds – revenue:					
Relief and Rehabilitation from within the criminal justice system:					
Ministry of Justice	–	65,000	(59,766)	–	5,234
The Julia Hans and Rausing Trust	–	221,370	(117,523)	–	103,847
Promotion of Social Inclusion:	–	–	–	–	–
The Julia Hans and Rausing Trust	–	249,630	(70,844)	–	178,786
Total restricted funds	–	916,000	(409,928)	–	506,072
Unrestricted funds:					
Designated funds:					
Duchess of Westminster	–	625,000	(16,440)	–	608,560
Total designated funds	–	625,000	(16,440)	–	608,560
General funds	18,210	356,667	(234,447)		140,430
Total unrestricted funds	18,210	981,667	(250,887)	–	748,990
Total funds	18,210	1,897,667	(660,815)	–	1,255,062

The narrative to explain the purpose of each fund is given at the foot of the note below.

15b Movements in funds (prior period)

	At 14 August 2018 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2019 £
Unrestricted funds:					
General funds	–	533,621	(515,411)	–	18,210
Total unrestricted funds	–	533,621	(515,411)	–	18,210
Total funds	–	533,621	(515,411)	–	18,210

Purposes of restricted funds

CHK Foundation – To further the objects of One Small Thing specific to the construction and development of the Hope Street project

George Cadbury Fund – To further the objects of One Small Thing specific to the construction and development of the Hope Street project

Ministry of Justice – To develop a process for the Long Term and High Security units in the Men's Prison Estate that mirrors the work accomplished in the Women's Prison Estate in terms of *Becoming Trauma Informed*

The Julia Hans & Rausing Trust – to support systemic change through out Trauma work

Purposes of designated funds

A donation from Her Grace the Duchess of Westminster was designated by Trustees to further the objects of One Small Thing specific to the construction and development of the Hope Street project. The donation will be fully utilised in 2020/21.

16 Capital commitments

At the balance sheet date, the charity had committed to pay £1.4m for the purchase of 30–32 The Avenue, Southampton, subject to planning permission (2019: £nil). In addition, a further £207,166 is committed to cover fees associated with the design and service of Hope Street.

17 Post balance sheet events

One Small Thing submitted an planning application to Southampton City Council in March 2020 to construct a Women's Residential Facility (Hope Street) that will provide a blueprint for a national network of county-based facilities. These facilities will create an alternative justice system for women. A deposit on the land was made in 2019 of £74,400. On the granting of planning permission, One Small Thing will purchase the land paying an additional amount of £1.4m. Full planning permission was granted by Southampton City Council for the Hope Street Hub in September 2020.

Loan financing of £3,000,000 is the process of negotiation and will support the purchase and construction of Hope Street.

Lady Edwina Grosvenor has committed £3m to the Hope Street project between 2020/21 and 2021/22.

18 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10.