



**Family Links (Educational Programmes)**

**(A company limited by guarantee)**

**Report and Financial Statements**

**for the year ended**

**31<sup>st</sup> August 2020**

**Registered charity number: 1062514**

**Registered company number: 3323287**

## **Family Links (Educational Programmes)**

### **Report of the Trustees for the year ended 31<sup>st</sup> August 2020**

The trustees present their annual report together with the audited financial statements of the charity for the year ended 31<sup>st</sup> August 2020, which are also prepared to meet the requirements of a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2016).

#### **Chair's introduction to the annual report 2020**

The end of my fifth and final year as Chair is happening at an extraordinary time, not only for Family Links but for all of us. Inevitably, the impact of COVID-19 is a significant part of this report.

The year started rather differently as the steady influence of Sarah Darton, our CEO, and our directors, Sally Alden and Anne Tester continued to bring financial security and a sense of stability to Family Links, so much so that we were starting to look at a more stretching plan for the future. That was not to be, and as an organisation which has always been principally based around face-to-face contact and training, the second half of the year was a very different story. The drop in our income tells that tale in a rather crude way.

However, there have also been some more interesting and uplifting stories to tell in 2020.

The first is how our previous period of financial retrenchment, difficult at the time, had left us in a healthier and leaner place, better to survive the headwinds which have been so devastating for many organisations, charities included. Having reduced our costs and managed our risks carefully, for rather different historical reasons, we found ourselves in a steadier place, and although challenged we are still fundamentally strong. We had already done much of the tough thinking required for survival and for this I cannot overstate the credit that must be given to Sarah and the leadership team.

The second interesting story these accounts tell is of an organisation which has proved imaginative and fleet of foot. The whole team moved swiftly to find new ways to deliver on our core purpose and our training. While certainly not replacing our more usual activity, we have been more successful than might have been anticipated and the process has also opened our thinking to other and new ways we can deliver including, among other things, blended training and some direct delivery. Some successful initiatives supporting the emotional health of adults in the workplace are also very timely.

I would like to pay tribute to the entire staff for these efforts, and also for their patience, cheerfulness and flexibility, moving to home working as we walked the tightrope between commitment to our staff and purpose, the financial reality and the ever-changing government guidance.

I know that the last part of this year will have derailed personal and professional plans for some, but I also know that Family Links has, so far at least, weathered the worst of the storm and stayed true to its purpose.

This is my final Chair's foreword as I hand over to our new Chair, Hilary Emery. In this last year we have also welcomed two new trustees, Gordon Beach and Emma Judge to the board, and we will be welcoming Masood Hassan in March. We are lucky to have them and I believe the board has never been in better shape. I am delighted that Hilary has agreed to take on the role of Chair; she brings a wealth of wisdom and very relevant experience to the job and I am absolutely sure that with such a board of trustees and such a Chair, Family Links has a great future.

Sarah Hargreaves

## **Family Links (Educational Programmes)**

### **Report of the Trustees for the year ended 31<sup>st</sup> August 2020**

#### **Reference and administrative details**

Charity number: 1062514  
Company number: 03323287  
Registered office: Units 2&3 Fenchurch Court, Bobby Fryer Close, Oxford, OX4 6ZN

#### ***Our advisers***

Auditors Wenn Townsend, 30 St Giles, Oxford, OX1 3LE  
Bankers CAF Bank Ltd, 25 Kings Hill Avenue, West Malling, Kent, ME19 4JQ

#### ***Directors and trustees***

The directors of the charitable company are its trustees. Trustees and officers serving during the year and since the year-end were as follows:

#### **Trustees**

Hilary Emery  
Vanessa Emmett  
Sarah Hargreaves (Chair)  
Martin Havelock  
Shaila Khan (resigned 10 December 2019)  
Avril McIntyre (resigned 10 December 2020)  
Rosalind Portman  
Wendy Rose  
Gordon Beach (appointed 10 December 2020)  
Emma Judge (appointed 10 December 2020)

#### **Key Management personnel**

Sarah Darton	- Chief Executive Officer
Sally Alden	- (Executive) Director of Funding and External Relations
Anne Tester	- (Executive) Finance Director

## **Family Links (Educational Programmes)**

### **Report of the Trustees for the year ended 31<sup>st</sup> August 2020**

#### **Structure, Governance and Management**

##### ***Governing Document***

Family Links (Educational Programmes) is a charitable company governed by its Memorandum and Articles of Association. The company was incorporated on 24<sup>th</sup> February 1997. At their AGM in November 2016, the trustees agreed to adopt a new constitution entitled "Family Links Articles of Association 15 November 2016", which replaced the Articles of Association dated 21 February 1997.

##### ***Appointment of Trustees***

As set out in the Articles of Association, the chair of the trustees is elected by the trustees. New trustees are co-opted onto the board of trustees. The term of service for a trustee is 4 years, renewable once, hence is usually not more than 8 years. The trustees may extend the term of service. At each Annual General Meeting one quarter, or if their number is not four or a multiple of four, the nearest to one quarter, of the trustees must retire from office.

##### ***Trustee induction and training***

Potential and new trustees are given a copy of the Charity Commission publication "The Essential Trustee: What you need to know, what you need to do (CC3)", together with the most recent annual report, the strategic plan, a Trustees' Handbook and other relevant papers and materials relating to Family Links. They are invited to meet the staff and observe Family Links training courses, where appropriate.

##### ***Organisation***

The board of trustees administers the charity. The board meets every three to four months. The Chief Executive Officer is appointed by the trustees to manage the day-to-day operations of the charity, and has delegated authority, within terms of delegation approved by the trustees, for operational matters, including finance, employment and training. The CEO is supported by the executive Director of Funding and External Relations, and the executive Finance Director. The leadership team includes the Head of Education, Head of Training, Head of Programmes, and Head of Operations and HR.

##### ***Pay policy***

Family Links has a pay policy for staff, which ensures that salary decisions take into account motivation, retention, affordability, appropriateness for the sector and the beneficiary context, and impact on the organisation as a whole. The pay of all staff is reviewed annually and any increase is approved by the trustees. In recent years, increases have been applied on a sliding scale with lower paid staff receiving higher increments, with the total increase for all staff averaging between 1.5% and 1.7%.

##### ***Related parties and co-operation with other organisations***

None of the trustees receives remuneration or other benefit from their work with the charity. Over the past year, two staff members have acted as Governors at Windale and Pegasus Primary Schools in Oxford. Trustee donations to Family Links totalled £5,100 in the year (2018-19 - £3,780). In the 2019-20 financial year, a total of £4,781 accrued to a party related to the Finance Director, for development work and technical support for our online shop and online training module (2018-19 - £951).

## **Family Links (Educational Programmes)**

### **Report of the Trustees for the year ended 31<sup>st</sup> August 2020**

#### **Objectives and activities**

##### ***Summary of Purposes and Activity***

Family Links is a national charity dedicated to the promotion of emotional health at home, at school, and at work. We offer high-quality training and resources for professionals working with families, school and university staff, and employees in the workplace.

The purposes of Family Links as set out in the objects contained in the company's memorandum of association are:

- To encourage and teach nurturing and relationship skills and the prevention of neglect and abuse, through educational institutions, families and the community; and
- To promote public understanding of the importance of the education of emotional self-awareness.

Family Links vision is for every child and adult to realise their individual potential, enjoy positive relationships and live healthy and fulfilled lives. Family Links develops nurturing and relationship skills through the provision of training and resources for a wide range of professionals working with children and families, including teachers and other school staff, family support practitioners and health professionals. The Nurturing Programme underpins all our training courses with a focus on developing the emotional health and resilience of parents, children and teachers, and on the relationships between them. Emotional health in the workplace is an increasing area of public concern, having an impact on relationships at home and at work. We offer workplaces consultation and training to enable them to develop the emotional health of employees and teams, and lay the foundations for good mental health.

##### ***Main Activities undertaken to further public benefit***

The trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties.

In 2019-20 we continued our work to further public benefit through the following goals:

1. Reach more adults and children at home, at school and at work, through our training and resources;
2. Promote the importance of emotional health at home, at school and at work to enable adults and children to realise their potential, enjoy positive relationships and live fulfilled lives;
3. Assess the impact of our work and communicate it, becoming a centre of expertise on emotional health.

We planned to:

- Launch our training in Playful Parenting – promoting attachment and early learning
- Hold a national conference on Emotional Health
- Undertake digital development to improve our measure of family reach and impact;
- Evaluate our work with schools and families;
- Extend reach to workplaces to promote an understanding of the importance of emotional health and how to develop it in individuals and teams;
- Increase our bursary fund to support schools, individuals and organisations who would like to benefit from our training, but have limited means of payment.

## **Family Links (Educational Programmes)**

### **Report of the Trustees for the year ended 31<sup>st</sup> August 2020**

#### **Achievements and Performance**

##### **Goal 1: Reach more adults and children at home, at school and at work, through our training courses and resources**

In spite of the pandemic, Family Links has continued to reach families through our training for practitioners and our resources; in the past year training was provided for 943 (2018-19 - 1,355) professionals or volunteers working with parents, enabling them to develop the emotional health of parents and children and improve family relationships. This reach, although lower than planned, was achieved due to the agility of the team in developing training to be delivered online. Alongside the development of the training, there was investment in the platforms necessary to both book and deliver training, as well as providing the necessary training for trainers to work in this new way. All face-to-face training due to take place between the end of March and August was postponed or cancelled. As planned, the new Playful Parenting training and manual was developed, however the first training needed to be postponed and was delivered online in September. We were able to secure funding to provide some bursaries for training; funders have been understanding about the lack of training opportunities due to the pandemic and much of this funding will be taken forward into the new financial year. Due to the financial impact of the pandemic, we have not been able to add to the bursary funding out of our reserves as planned.

Our reach to parents, as measured by distribution of parent resources, was foreseeably lower than in the previous year, with 10,761 parenting resources distributed, compared to 14,391 in the previous year. Parenting groups were put on hold in March and Family Links developed training and guidance for practitioners to enable them to deliver groups online, using Zoom or Microsoft Teams. We also created a number of blogs and vlogs to support parents in managing themselves and their families with the restrictions imposed by the pandemic. We were able to reach over 200 parents through their workplace during the pandemic, providing webinars to support them with the emotional health of their family. We also promoted the free resources available for parents on our website, with 8,555 page views between April and August. Planned digital development to improve our measure of reach and impact has been put on hold and will be kept under review as funds allow.

We have continued to promote emotional health at school, working with schools to develop the emotional health and resilience of staff, pupils and parents to create an emotionally healthy context for learning. We provided training for 371 (2018-19 - 375) staff in schools, including some online training for staff during the lockdown, in preparation for the return of pupils in September. We have been successful in obtaining continued and new funding to enable Family Links to work intensively with schools in Oxfordshire, embedding a Whole School Approach to mental and emotional health and promoting the emotional health of the staff, the students and the parents. During the pandemic, we made the decision to make our online module on Mental and Emotional Health in School freely available, this is now offered on the Mentally Healthy Schools website and in 2019-20 was completed by 222 education staff.

Family Links has been able to increase its role in developing the emotional health of adults in the workplace with the provision of both face-to-face training and webinars, provided for a Housing Trust, a local authority and a large charity.

##### **Goal 2: Promote the importance of emotional health at home, at school and at work to enable adults and children to realise their potential, enjoy positive relationships and live fulfilled lives**

Family Links has continued its work to promote the importance of emotional health, working with leading think tanks and campaign groups. We were invited to be part of a cross-party Early Years Commission, set up by the Centre for Social Justice and the Fabian Society, to build consensus around policy solutions to propose to government that will support the healthy development of children in the first years of life. The commission's report is due for publication in early 2021.

## **Family Links (Educational Programmes)**

### **Report of the Trustees for the year ended 31<sup>st</sup> August 2020**

#### **Achievements and Performance (*continued*)**

Our Head of Education is on the steering group for the Fair Education Alliance and the subgroup for Whole Child Education. Our Head of Programmes has worked with a number of other organisations to advise the DfE and Ofsted on the Principles of Excellence in Relationships Education. She also worked with the National Children's Bureau Schools' and Wellbeing Partnership, influencing the DfE's publication on support for primary schools to help them prepare for the return to school following the first lockdown.

We are members of the 1001 Days Movement, the Maternal Mental Health Alliance and the Parenting Programmes Alliance. Members of the team have presented at conferences, both live and online, throughout the year.

Our national conference, Emotional Health and Relationships – Investing in Our Future, was due to take place in May but was postponed due to COVID-19, we hope to hold this conference in autumn 2021.

#### **Goal 3: Assess the impact of our work and communicate it, becoming a hub of expertise on emotional health**

In May 2020 we published our Impact Report, using case studies and quantitative data to demonstrate our impact at home, at school and at work. Highlights include local authority data demonstrating statistically significant improvements in children's emotional and behavioural difficulties, their pro-social behaviour and parents' emotional wellbeing. Improvements were also demonstrated in the mental wellbeing and social and emotional competence of school staff after working with Family Links during the year. Case studies included work with an Edge of Care team, working with families in crisis where there is a high potential for the children to become looked-after. The manager of the team stated, "What drew me to the Family Links programmes was the growing theory base behind it, and the focus on developing parental empathy; to get parents to walk in the child's shoes and understand what it's like to be parented in that way."

We have a number of learning partnerships with local authority early help teams, enabling us to collate and review data from parent groups held in local authority areas. Reports on this work in Manchester, Hampshire and Luton were published on our website. Additional reports published include our work with Muslim families and a review of the first year of intensive work with 3 schools in Oxfordshire.

As referred to in Goal 1, funding has been secured to work with a children's centre, three primary schools, a secondary school and a military barracks in South Abingdon, an area of high deprivation, over a period of three years. The aim of this project is to improve the emotional health of the learning community over this time: including staff, parents and children. We will do this by embedding the Family Links Nurturing Programme approach, through delivery of training (for staff themselves as well as training to deliver parent groups), resources, and ongoing support and guidance. Funding for evaluation of the project is included and we have commissioned New Philanthropy Capital to work with us on this over the next 3 years.

## **Family Links (Educational Programmes)**

### **Report of the Trustees for the year ended 31<sup>st</sup> August 2020**

#### ***Fundraising Activities***

Our Director of Funding and External Relations completes grant applications and carries out fundraising activities with support from colleagues and trustees, in order to raise funds for the charity. While most of our income is generated by sales of trainings and resources, we rely on donations and grants to enable the running of specific projects, to cover some of our core costs, and to carry out programme development and evaluation. In the 2019-20 financial year, donations and grants made up 34% of total revenue. 73% of this was generated for project related activity, and 27% (9% of total revenue) was raised towards programme development and evaluation, and core costs. We do not use professional fundraisers or involve commercial participators. There have been no complaints about fundraising activity this year or in previous years.

The charity has due regard to the Code of Fundraising Practice in the UK. All the charity's marketing activities are GDPR compliant and care is taken to ensure that they are not persistent or intrusive. Marketing e-mails contain clear details of how to unsubscribe to future communications and care is taken to limit the quantity of e-mails sent out.

#### **Financial review**

##### ***Financial Position***

Financially, 2019-20 could be described as a year of two halves. In the six months up to the end of February, income from the delivery of training matched that in the previous financial year, although sales of support resources were not performing quite as well. In March, the month in which we are usually at our busiest and expect to make a surplus to tide us over the leaner months, saw a complete change of direction as we, along with the rest of the world, dealt with the onset of the COVID-19 pandemic. Orders for resources slowed down in the second week of March, and all training scheduled to take place after 17<sup>th</sup> March was either cancelled or postponed. Overnight, £85K of training income we had considered 'secure' because a signed contract was in place, was no longer secure, as the training could not be delivered. It took a number of weeks to adapt training plans to enable us to deliver some of our courses online, and online training began in May. We managed to deliver training to a value of £22K between May and the end of August, but our training income for the second half of the year was 77% lower than in the previous financial year, and 73% of what we did earn in that period was in the first two weeks of March before lockdown. Recognising that the road ahead was about to be extremely rocky, we changed our expenditure plans for the rest of the year, deferring evaluation activity to a date yet to be determined, and paring back to the lowest level of costs we could manage. We did not furlough any staff members as there was sufficient work to be done to keep the team very busy. We have however, made some use of the Flexible Furlough Scheme since the balance sheet date, to assist with managing our costs.

Throughout the financial year we continued to apply for grant funding, both for core costs, and for specific projects, and were awarded project grants amounting to almost £190K, and core funding of £20K on top of what had already been secured before the start of the period. Delivery of the projects experienced an inevitable hiatus both during and after lockdown, which resulted in our being unable to use much of our restricted funds in the intended period. This has led to our having an unusually high level of restricted reserves at the year-end, and funders have been very understanding of the situation, granting extensions to the projects where requested.

We were pleased that our careful financial management ensured the overall deficit for the year did not take our free reserves below the minimum set in our reserves policy. This stands us in good stead in preparation for another challenging financial year to come.

## **Family Links (Educational Programmes)**

### **Report of the Trustees for the year ended 31<sup>st</sup> August 2020**

#### ***Financial Position (continued)***

Factors that may have an adverse effect on our financial performance going forward include:

- the possibility of continued ongoing national and local lockdowns reducing our ability to deliver training face-to-face and hence our ability to reach new customers and new areas;
- the financial straits to be widely faced by everyone, including our customers in the wake of the pandemic;
- lack of commissioner confidence to book future training, because of the continued uncertainty posed by COVID-19 and the frequently changing legal restrictions on face-to-face interaction;
- trusts and foundations choosing to support more frontline causes in urgent financial need, leading to decreased likelihood of success in funding applications.

#### ***Principal risks and uncertainties***

Our principal risks and uncertainties are documented in our risk register, which is maintained by the leadership team with identified risks reviewed quarterly by the trustees. It includes financial, operational and strategic areas of risk, as well as governance, reputational risk and external influences on our area of work. These risks are regularly reviewed, and systems and procedures to manage them have been implemented.

#### ***Reserves policy and going concern***

We regularly review our reserves policy to take into consideration the long-term impact of necessary investment into programme development and evaluation, and the need for financial security in economically uncertain times. Our policy is to keep a level of reserves sufficient to meet our closing costs plus two months' of operational costs as a minimum, and aim for unrestricted reserves sufficient to cover closing costs plus six months' worth of operating costs. At the end of the 2019-20 financial year, this range is between £207K and £436K (2018-19 £212K - £438K). Free reserves at 31<sup>st</sup> August 2020 totalled £438,442 (2019 - £573,469).

The free reserves that we had planned to use for additional development of our impact and evidence base in the 2019-20 financial year were largely diverted at the onset of the pandemic, into funding ongoing running costs and the development of online training. We have budgeted cautiously for the 2020-21 financial year, anticipating a £72K reduction in our free reserves with the flexibility to reduce further within the range determined by our reserves policy. At the time of preparation of this report, we have free reserves sufficient to cover 8 months of operating costs, and with secured grants and current demand for our online training offering, we have no current reason to doubt our continued operation as a going concern.

## **Family Links (Educational Programmes)**

### **Report of the Trustees for the year ended 31<sup>st</sup> August 2020**

#### **Plans for Future Periods**

Our focus for the coming year is to respond to the ongoing impact of COVID-19 by increasing our online training and continuing to offer support for practitioners and teachers working with parents and children. We also hope to offer more emotional health support to adults in the workplace, particularly those working in the not-for-profit sector, including the NHS. The pandemic has had a major impact on emotional and mental health and the need for the work of Family Links the Centre for Emotional Health has never felt so important. Added to this there is recognition that inequality in opportunities for children will be greater than ever.

Our goals for 2020-23 are:

1. Reach more adults and children at home, at school and at work, through our training courses, programmes and resources, to enable them to realise their potential, enjoy positive relationships and live fulfilled lives.
2. Influence local and national policy makers and commissioners to recognise the importance of good emotional health in adults and children and understand how it is developed and sustained.
3. Understand and communicate the impact of the Nurturing Programme in practice, within the context of wider research on emotional health.

In order to increase our reach we plan to:

- Offer a blended approach to training, increasing our reach through a digital offer and providing more options for practitioners to receive cost effective training online;
- Increase our reach directly to parents by developing our webinar offer;
- Enhance the quality of programme delivery through refresher modules delivered online;
- Increase our clinical capacity to deliver training courses, both online and face-to-face;
- Seek funding to train parenting practitioners and support parenting programme delivery in schools and other settings;
- Seek opportunities for joint funding bids;
- Promote free online training for education staff and explore further training opportunities with those completing it;
- Develop Parent Group Leaders in schools to become Family Links leads and maintain the Nurturing Programme in their school;
- Offer a range of webinars for parents in the workplace via wellbeing partners;
- Focus on Emotional Health at Work training for public and “not for profit” organisations.

In order to influence local and national policy makers and commissioners we plan to:

- Contribute to the evidence base on the importance of emotional health and relationships at home, at school and at work;
- Promote a cognitive relational approach in parenting and education, developing the capabilities of the adults in children’s lives;
- Hold a national conference on Emotional Health;

## **Family Links (Educational Programmes)**

### **Report of the Trustees for the year ended 31<sup>st</sup> August 2020**

#### **Plans for Future Periods (*continued*)**

- Seek opportunities to present at conferences and events on emotional health and the work of Family Links the Centre for Emotional Health;
- Maintain the Knowledge Hub on the website with research and other papers relevant to emotional health;
- Attend relevant All Parliamentary group meetings or roundtable events;
- Maintain the Knowledge Hub on the website with research and other papers relevant to emotional health;
- Attend relevant All Parliamentary group meetings or roundtable events;
- Continue to be part of FEA and NCB steering groups to influence education system change;
- Continue to work with the Parenting Programmes Alliance to influence understanding and commissioning of parenting programmes;
- Maintain relationships with the Royal Foundation, the Centre for Social Justice and other think tanks.

In order to understand and communicate the impact of the Nurturing Programme in practice, we plan to:

- Complete a service evaluation of our work with a local authority;
- Work in partnership with New Philanthropy Capital to evaluate the South Abingdon Schools' Project;
- Review Family Links training, monitoring and evaluation processes;
- Maintain and expand our Learning Partnerships with local authorities;
- Develop a Research Advisory Group.

## **Family Links (Educational Programmes)**

### **Report of the Trustees for the year ended 31<sup>st</sup> August 2020**

#### **Trustees' Responsibilities**

The Trustees are responsible for preparing a trustee's annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each 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 charity for that period. In preparing the financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue operating;

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

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

#### **Statement as to disclosure to our auditors**

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charity's auditor is unaware, and
- the trustees, have taken all steps that they ought to make themselves aware of that information.

This report has been prepared having taken advantage of the small companies exemption in the Companies Act 2006.

By order of the board of trustees.

Sarah Hargreaves (Chair)

16<sup>th</sup> March 2021

## **Family Links (Educational Programmes)**

### **Independent auditors' report to the members of Family Links (Educational Programmes)**

#### **Opinion**

We have audited the financial statements of Family Links (Educational Programmes) (the 'charitable company') for the year ended 31st August 2020 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cashflows 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 31st August 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Basis for opinion**

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

#### **Conclusions relating to going concern**

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 trustees are responsible for the 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. 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.

*[continued ...]*

## **Family Links (Educational Programmes)**

### **Independent auditors' report to members of Family Links (Educational Programmes) (continued)**

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

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 10, 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**

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

#### **Use of our report**

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

**Lee Baker BA FCA**  
**Senior Statutory Auditor**  
**For and on behalf of Wenn Townsend**  
**Statutory Auditor**  
**Oxford**

..... 2021

## Family Links (Educational Programmes)

### Statement of Financial Activities (including income and expenditure account) for the year ended 31<sup>st</sup> August 2020

	Note	Unrestricted Funds £	Restricted Funds £	Total 2020 £	Unrestricted Funds £	Restricted Funds £	Total 2019 £
<b>Income</b>							
<i>Donations and Grants</i>	2	85,539	225,514	311,053	116,700	218,889	335,589
<i>Income from charitable activities:</i>							
Provision of training and development	3a	416,208	-	416,208	644,379	-	644,379
Sale of support resources	3b	182,838	-	182,838	277,176	-	277,176
<i>Income from other activities:</i>							
Gain on disposal of fixed assets	4	600	-	600	-	-	-
<i>Investment income</i>	5	3,858	-	3,858	2,461	-	2,461
<b>Total income</b>		<u>689,043</u>	<u>225,514</u>	<u>914,557</u>	<u>1,040,716</u>	<u>218,889</u>	<u>1,259,605</u>
<b>Expenditure</b>							
<i>Costs of raising funds:</i>							
Fundraising costs	6	48,660	374	49,034	50,575	484	51,059
<i>Expenditure on charitable activities:</i>							
Cost of training and development	7a	657,787	113,296	771,083	618,953	197,292	816,245
Sale of support resources	7b	123,504	5,594	129,098	139,383	17,052	156,435
<b>Total expenditure</b>		<u>829,951</u>	<u>119,264</u>	<u>949,215</u>	<u>808,911</u>	<u>214,828</u>	<u>1,023,739</u>
<b>Net income/(expenditure) and net movement in funds for the period</b>		(140,908)	106,250	(34,658)	231,805	4,061	235,866
<b>Reconciliation of funds</b>							
Total Funds brought forward		592,719	98,988	691,707	360,914	94,927	455,841
<b>Total Funds carried forward</b>		<u>451,811</u>	<u>205,238</u>	<u>657,049</u>	<u>592,719</u>	<u>98,988</u>	<u>691,707</u>

The statement of financial activities includes all gains and losses recognised in the period.

All income and expenditure derive from continuing activities.

# Family Links (Educational Programmes)

## Balance Sheet As at 31<sup>st</sup> August 2020

	Note	2020	2019
		£	£
<b>Fixed assets</b>			
Tangible assets	12	13,369	19,250
		<u>13,369</u>	<u>19,250</u>
<b>Current assets</b>			
Stocks		50,856	54,484
Debtors	13	68,015	72,936
Short term investments		375,205	301,957
Cash at bank and in hand		383,972	489,749
		<u>878,048</u>	<u>919,126</u>
<b>Creditors:</b> amounts falling due within one year	14	(234,368)	(246,669)
<b>Net current assets</b>		<u>643,680</u>	<u>672,457</u>
<b>Net assets</b>		<u>657,049</u>	<u>691,707</u>
<b>The funds of the charity:</b>			
Unrestricted income funds		451,811	592,719
Restricted income funds	16	205,238	98,988
<b>Total charity funds</b>		<u>657,049</u>	<u>691,707</u>

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime. The financial statements on pages 13 to 26 were approved by the Trustees on 16<sup>th</sup> March 2021 and signed on their behalf by:

.....  
Rosalind Portman

Registered Company No: 3323287

**Family Links (Educational Programmes)**

**Statement of Cash Flows  
for the year ended 31<sup>st</sup> August 2020**

	<b>Total 2020 £</b>	<b>Total 2019 £</b>
<b>Cash flows from operating activities</b>		
Net movement in funds	(34,658)	235,866
Adjustments for:		
Depreciation	13,386	16,222
Interest receivable	(3,858)	(2,461)
Working Capital Changes:		
Movement in current assets:		
Decrease in stock	3,628	9,715
Decrease/(increase) in debtors	4,921	(21,483)
Movement in current liabilities:		
(Decrease)/Increase in creditors	(12,301)	13,814
<b>Net cash (outflow)/inflow from operating activities</b>	<b>(28,882)</b>	<b>251,673</b>
<b>Cash flows from investing activities</b>		
Interest received	3,858	2,461
Purchase of tangible fixed assets	(7,505)	(7,022)
Value of fixed asset disposals	-	-
<b>Cash used in investing activities</b>	<b>(3,647)</b>	<b>(4,561)</b>
<b>(Decrease)/Increase in cash and cash equivalents in the period</b>	<b>(32,529)</b>	<b>247,112</b>
<b>Cash and cash equivalents at the beginning of the period</b>	<b>791,706</b>	<b>544,594</b>
<b>Total cash and cash equivalents at the end of the period</b>	<b>759,177</b>	<b>791,706</b>

## **Family Links (Educational Programmes)**

### **Notes to the accounts for the year ended 31<sup>st</sup> August 2020**

#### **1 Accounting policies**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

##### **a) Basis of preparation**

Family Links is a company limited by guarantee in England and Wales, and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity. The address of the registered office is given in the charity information on page 2 of these financial statements. The nature of the charity's operations and principal activities is to encourage and teach nurturing and relationship skills and the prevention of neglect and abuse, through educational institutions, families and the community, and to promote public understanding of the importance of education of emotional self-awareness.

The charity constitutes a public benefit entity as defined by FRS 102. These accounts have been prepared on an accruals basis and include income and expenditure as they are earned or incurred, rather than as cash is received or paid. 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, and UK Generally Accepted Accounting Practice

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling, which is the functional currency of the charity.

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

##### **b) Going concern**

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements, including a revision of expectations for the potential impact of COVID-19 on the charity. They have concluded that the budgeted income and expenditure is sufficient with the level of reserves held for the charity to be able to continue as a going concern.

##### **c) Income**

Income is included when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and 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 training courses being provided is deferred until the criteria for income recognition are met (see note 14).

**Family Links (Educational Programmes)**  
**Notes to the accounts**  
**for the year ended 31<sup>st</sup> August 2020 (continued)**

**Accounting policies (continued)**

**d) Donated services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item 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.

On receipt, donated 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.

**e) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is either upon notification of the interest paid or payable by the bank or after calculation of interest due based on terms of the deposit certificate.

**f) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work.

**g) Expenditure and irrecoverable VAT**

Expenditure is included 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 comprise a proportion of employment costs of staff working on fundraising events and grant applications, and any costs accruing to those activities.
- Expenditure on charitable activities includes all costs incurred in providing training courses and in supplying support resources, as well as costs incurred in developing new training formats and resources and other programme delivery 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.

**h) Allocation of support costs**

Support costs are the functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include the cost of external relations, business development, evaluation, operational back office costs, finance, personnel, payroll and governance costs, which support the charity's activities. The bases on which support costs have been allocated are set out in notes 8 and 9.

**i) Operating leases**

The charity classifies the lease of photocopiers and mobile phones as operating leases; the title to the equipment remains with the lessor, and the equipment is replaced at the end of the lease term. Rental charges are charged on a straight-line basis over the term of the lease.

**Family Links (Educational Programmes)**  
**Notes to the accounts**  
**for the year ended 31<sup>st</sup> August 2020 (continued)**

**Accounting policies (continued)**

j) Tangible fixed assets

Individual fixed assets costing £250 or more are capitalised at cost, and depreciated over their estimated useful economic lives as follows:

Leasehold improvements	over the life of the lease
Computer equipment	over three years, straight line
Other office equipment	over five years, straight line

Website costs are accounted for through the statement of financial activities in the year in which they are incurred, and are not capitalised.

k) Stock

Stock consists of printed books, games, training resources and purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Donated items of stock are included at fair value, which is the amount the charity would have been willing to pay for the items on the open market.

l) Debtors

Trade debtors are recognised at the settlement amount, and prepayments are valued at the amount prepaid.

m) Cash at bank and in hand

Cash at bank and 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.

n) Creditors and provisions

Creditors and provisions are included 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.

o) Employee benefits

The charity operates a defined contribution pension scheme. The cost of the contributions made to the scheme is charged to the SOFA as it becomes payable. The charity also runs an auto-enrolment pension scheme to comply with statutory requirements. The defined contribution from the charity is paid as the employer's contribution, whilst the employees' contributions top this up to keep the total in line with the statutory minimum provision. Employees choosing to opt out of the auto-enrolment pension continue to have the employer's contribution made to their personal pension.

p) Taxation status

The charitable company is a registered charity with no trading activities and therefore has no liability to corporation taxation.

## Family Links (Educational Programmes)

### Notes to the accounts for the year ended 31<sup>st</sup> August 2020 (continued)

2 Income from donations and grants	Unrestricted	Restricted	Total 2020	Total 2019
	£	£	£	£
<b>Donations</b>				
Complete IT staff	2,677	-	2,677	250
Mr and Mrs Emmett	2,100	-	2,100	2,000
Inchcape Foundation	1,250	-	1,250	2,500
John Swire 1989 Charitable Trust	1,000	-	1,000	1,000
Mrs Rosalind Portman	-	4,000	4,000	1,780
Others	1,238	-	1,238	4,704
Gift Aid and GASDS recoverable	1,588	-	1,588	1,246
	<u>9,853</u>	<u>4,000</u>	<u>13,853</u>	<u>13,480</u>
<b>Grants</b>				
A D Charitable Trust	20,000	-	20,000	20,000
The Chapman Charitable Trust	-	-	-	2,000
CHK Foundation	-	50,000	50,000	-
Core Filing	5,000	-	5,000	5,000
Doris Field Charitable Trust	-	1,000	1,000	1,500
The Dulverton Trust	-	-	-	25,000
The Esmée Fairbairn Foundation	-	-	-	50,675
Garfield Weston Foundation	-	-	-	30,000
John Ackroyd Charitable Trust	-	-	-	5,000
John Swire 1989 Charitable Trust	10,000	-	10,000	10,000
St Michael's and All Saints	-	-	-	5,000
The Peter Cundill Foundation	15,686	-	15,686	-
The Pilgrim Trust	-	-	-	21,390
Porticus	-	87,688	87,688	-
Private Grant	-	-	-	57,344
The Pye Charitable Trust	-	3,510	3,510	1,500
The Rank Foundation	5,000	26,566	31,566	36,700
The Robert & Margaret Moss Charitable Trust	-	-	-	1,000
The Tedworth Charitable Trust	-	10,000	10,000	20,000
The Treebeard Trust	20,000	-	20,000	20,000
The Wates Foundation	-	10,000	10,000	10,000
	<u>75,686</u>	<u>221,514</u>	<u>297,200</u>	<u>322,109</u>
<b>Total Legacies, Donations and Grants:</b>	<u>85,539</u>	<u>225,514</u>	<u>311,053</u>	<u>335,589</u>

No income was generated during the period from Government grants. Other donors included J R Hunt, Selwyn College (concert collection), a class collection for departing teacher Kate Sturgess, and the Deborah Wallis "60 Things at 60" project. We are grateful to all donors for their generosity and support. We were also donated 5,000 visors by NHS Supplies, which we have been using on our face-to-face training courses when permitted during the pandemic.

## Family Links (Educational Programmes)

### Notes to the accounts for the year ended 31<sup>st</sup> August 2020 (continued)

#### 3 Income from charitable activities

##### a) Training and development

	Unrestricted	Restricted	Total 2020 £	Total 2019 £
Training, development and courses	311,337	-	311,337	452,777
<i>The Parenting Puzzle</i> sold with trainings	5,069	-	5,069	8,920
Games and manuals sold with trainings	46,785	-	46,785	87,312
Reimbursed expenses from trainings	53,017	-	53,017	95,370
	<u>416,208</u>	<u>-</u>	<u>416,208</u>	<u>644,379</u>

##### b) Sale of support resources:

<i>The Parenting Puzzle</i>	97,967	-	97,967	139,809
Games, manuals and other resources	84,871	-	84,871	137,367
	<u>182,838</u>	<u>-</u>	<u>182,838</u>	<u>277,176</u>

#### 4 Income from other activities

##### *Income from sale of fixed assets*

Proceeds on disposal of fixed assets	600	-
Net book value of fixed assets	-	-
	<u>600</u>	<u>-</u>
Gain on disposal of fixed assets	600	-
	<u>600</u>	<u>-</u>

#### 5 Investment income

All of the charity's investment income of £3,858 (2019 – £2,461) arises from money held in interest bearing deposit accounts.

#### 6 Analysis of fundraising costs

		Unrestricted	Restricted	Total 2020 £	Total 2019 £
	Note	£	£	£	£
Wages and salaries		29,303	-	29,303	29,153
Pensions		1855	-	1,855	1,841
Consultancy		160	-	160	400
Conference attendance costs		244	-	244	-
Printing		576	-	576	-
Books and subscriptions		455	-	455	386
Travel and subsistence		265	-	265	769
Governance costs	8	418	-	418	494
Support costs	9	15,384	374	15,758	18,016
		<u>48,660</u>	<u>374</u>	<u>49,034</u>	<u>51,059</u>

## Family Links (Educational Programmes)

### Notes to the accounts for the year ended 31<sup>st</sup> August 2020 (continued)

#### 7 Analysis of expenditure on charitable activities

a) Training and development		Unrestricted	Restricted	Total 2020	Total 2019
	Note	£	£	£	£
Wages and salaries		261,412	71,239	332,651	307,437
Pensions		17,633	1,594	19,227	20,816
Consultancy and freelance trainers		94,791	17,328	112,119	129,091
Travel, accommodation and subsistence		28,052	2,653	30,705	51,012
Training materials		7,091	1,631	8,722	11,607
Games, manuals and resources		8,064	5,758	13,822	28,702
Carriage of resources		2,335	248	2,583	3,240
Venue hire and refreshments		19,243	4,255	23,498	39,880
Evaluation and development costs		3,376	-	3,376	4,332
Promotion costs		23,976	4,259	28,235	28,549
Website maintenance		6,718	-	6,718	3,376
Professional indemnity insurance		1,798	-	1,798	1,961
Governance costs	8	4,837	-	4,837	4,939
Support costs	9	178,461	4,331	182,792	181,303
		<u>657,787</u>	<u>113,296</u>	<u>771,083</u>	<u>816,245</u>

b) Support resources		Unrestricted	Restricted	Total 2020	Total 2019
	Note	£	£	£	£
Wages and salaries		48,414	-	48,414	46,597
Pensions		2,958	-	2,958	2,945
Games, manuals and resources		36,017	4,952	40,969	65,897
Carriage of resources		9,025	-	9,025	13,232
Governance costs	8	717	-	717	741
Support costs	9	26,373	642	27,015	27,023
		<u>123,504</u>	<u>5,594</u>	<u>129,098</u>	<u>156,435</u>

#### 8 Allocation of Governance costs

a) Unrestricted	Training & development	Sale of support resources	Fund- raising	Total 2020	Total 2019
	£	£	£	£	£
Audit and accountancy	3,416	506	295	4,217	4,321
Other professional fees	195	29	17	241	13
Bank and transaction charges	921	137	80	1,138	1,514
Trustee meeting and travel costs	305	45	26	376	326
	<u>4,837</u>	<u>717</u>	<u>418</u>	<u>5,972</u>	<u>6,174</u>

## Family Links (Educational Programmes)

### Notes to the accounts for the year ended 31<sup>st</sup> August 2020 (continued)

#### 9 Allocation of support costs

a) Unrestricted	Training & development £	Sale of support resources £	Fund- raising £	Total 2020 £	Total 2019 £
Postage, stationery and photocopying	6,042	895	522	7,459	10,723
Telephone and internet	4,605	682	398	5,685	5,273
Insurance	1,969	292	170	2,431	2,394
Rent and rates	47,278	7,004	4,086	58,368	57,653
Repairs and maintenance	5,769	855	499	7,123	7,890
Utilities	4,047	600	350	4,997	4,518
Wages and salaries	73,875	10,944	6,384	91,203	85,211
Recruitment costs	445	-	-	445	1,147
Pensions and death in service	7,107	1,053	614	8,774	7,009
Staff development	1,987	295	172	2,454	4,094
Depreciation	10,843	1,606	937	13,386	16,223
Computer and ISP costs	14,238	2,110	1,230	17,578	18,091
Doubtful debts written off/(back)	71	10	6	87	-
Subscriptions	185	27	16	228	66
	<u>178,461</u>	<u>26,373</u>	<u>15,384</u>	<u>220,218</u>	<u>220,292</u>

Support costs are allocated proportionately based on the level of staff costs in each area of activity.

b) Restricted	Training & development £	Sale of support resources £	Fund- raising £	Total 2020 £	Total 2019 £
Wages and salaries	33,670	544	317	4,531	4,747
Pensions	-	-	-	-	303
Other staff costs	661	98	57	816	1,000
	<u>4,331</u>	<u>642</u>	<u>374</u>	<u>5,347</u>	<u>6,050</u>

	2020 £	2019 £
Auditors remuneration - audit services	<u>4,217</u>	<u>4,321</u>

#### 10 Trustees' remuneration and expenses reimbursed

No remuneration was paid to the Trustees during the period (2019: Nil). No Trustee claimed reimbursement for travel expenses during the period (2019 - none).

## Family Links (Educational Programmes)

### Notes to the accounts for the year ended 31<sup>st</sup> August 2020 (continued)

#### 11 Staff costs

The average number of employees during the period was 15 (full time equivalents: 12.8) (2019: 15, FTE: 12).

The charity contributes 7% of an employee's basic pay to personal pension schemes chosen by the individual employees. The cost of the contributions made is charged to the SOFA as it becomes payable. The charity set up an auto-enrolment pension scheme on the 1<sup>st</sup> June 2016 in line with statutory requirements. The full 7% contribution from the charity is paid as the employer's contribution, and employees' contributions are kept in line with the statutory minimum provision, although they may opt to contribute more. Employees choosing to opt out of the auto-enrolment pension continue to have the option of the employer's contribution made to their personal pension. The total employer contributions for the period are disclosed below. Unpaid contributions at the balance sheet date amounted to £2,840 (2018-19: £4,188). Redundancy costs were incurred when the project to which a role was linked ended, and further activities could not be identified to justify an unfunded ongoing role. All liabilities were recognised at the point at which the employee was notified of the decision.

Staff costs were	Total 2020 £	Total 2019 £
Wages and salaries	462,016	442,616
Social security costs	42,366	30,530
Other pension costs	32,815	32,912
Redundancy costs	1,721	-
	<u>538,917</u>	<u>506,058</u>

The total remuneration paid to Key Management in the year to 31<sup>st</sup> August 2020 was £153,584 (2019 - £140,108). No members of staff received annual emoluments over £60,000. (2019 - 0).

#### 12 Fixed assets

	Leasehold Improvements £	Fixtures, Fittings and equipment £	Total £
<b>Cost:</b>			
At 1 <sup>st</sup> September 2019	29,127	118,756	147,883
Additions	2,485	5,020	7,505
Disposals	-	(7,466)	(7,466)
	<u>31,612</u>	<u>116,310</u>	<u>147,922</u>
At 31 <sup>st</sup> August 2020	<u>31,612</u>	<u>116,310</u>	<u>147,922</u>
<b>Depreciation:</b>			
At 1 <sup>st</sup> September 2019	29,127	99,506	128,633
Charged in period	382	13,004	13,386
Eliminated on disposal	-	(7,466)	(7,466)
	<u>29,509</u>	<u>105,044</u>	<u>134,553</u>
At 31 <sup>st</sup> August 2020	<u>29,509</u>	<u>105,044</u>	<u>134,553</u>
<b>Net book value:</b>			
At 31 <sup>st</sup> August 2020	<u>2,103</u>	<u>11,266</u>	<u>13,369</u>
At 31 <sup>st</sup> August 2019	<u>-</u>	<u>19,250</u>	<u>19,250</u>

## Family Links (Educational Programmes)

### Notes to the accounts for the year ended 31<sup>st</sup> August 2020 (continued)

13 Debtors	2020 £	2019 £
Trade debtors	35,029	46,942
VAT reclaimable	479	-
Prepayments	32,322	25,281
Accrued income	185	713
	<u>68,015</u>	<u>72,936</u>

14 Creditors		
Trade creditors	9,770	10,335
PAYE/NI	14,567	14,224
VAT payable	-	324
Other creditors and accruals	5,394	9,164
Deferred income	204,637	212,622
	<u>234,368</u>	<u>246,669</u>

Deferred income relates to payment in advance of services to be provided mostly in the 2020-21 period.

Balance as at 1 <sup>st</sup> September 2019	212,622	189,204
Amount deferred in period	125,970	143,910
Released to SOFA in period	(133,955)	(120,492)
	<u>204,637</u>	<u>212,622</u>
Balance as at 31 <sup>st</sup> August 2020	<u>204,637</u>	<u>212,622</u>

## 15 Financial commitments

At 31<sup>st</sup> August 2020 the charity had total commitments under non-cancellable leases as follows:

	Land and buildings 2020 £	2019 £
<b>Expiry date</b>		
Not later than one year	36,800	36,800
Later than one and not later than five years	64,400	101,200
Later than five years	-	-
	<u>101,200</u>	<u>138,000</u>
Total commitments	<u>101,200</u>	<u>138,000</u>

# Family Links (Educational Programmes)

## Notes to the accounts for the year ended 31<sup>st</sup> August 2020 (continued)

### 16 Restricted funds

Purpose of Fund	Balance at 1 <sup>st</sup> September 2019 £	Incoming resources £	Resources expended £	Balance at 31 <sup>st</sup> August 2020 £
Expansion of work with Muslim families	9,363	-	9,363	-
Head of Programmes Costs Support	4,943	25,000	29,943	-
Teens Programme expansion	7,522	10,000	10,193	7,329
Three Oxford Schools Project	29,325	-	19,278	10,047
Whole School Approach Project	9,319	1,000	6,225	4,065
Expansion of Workplace Programme	10,556	4,000	14,556	-
Oxford Schools Project – additional school	27,960	-	8,321	19,639
Staff training		816	816	-
Infant Sleep Research		8,000	3,695	4,305
Support for Blackbird Leys schools		3,510	1,183	2,327
Parenting Bursary Fund		50,000	-	50,000
South Abingdon Schools project		87,688	11,857	75,830
Playful Families training development		10,000	3,750	6,250
Bursaries to train PGLs in schools and EY settings		24,750	-	24,750
Additional internet connectivity		750	55	695
	<u>98,988</u>	<u>225,514</u>	<u>119,264</u>	<u>205,238</u>

### Comparative period information

Purpose of Fund	Balance at 1 <sup>st</sup> September 2018 £	Incoming resources £	Resources expended £	Balance at 31 <sup>st</sup> August 2019 £
Support in BAT schools	2,717	2,500	5,217	-
Further Islamic Community Work	13,934	-	13,934	-
Free resources to Oxfordshire Schools	1,351	-	1,351	-
Expansion of work with Muslim families	14,303	50,675	55,615	9,363
Support of Blackbird Leys Parenting Groups	267	1,500	1,767	-
Head of Programmes Costs Support	1,359	45,000	41,416	4,943
Teens Programme expansion	9,348	10,000	11,826	7,522
Three Oxford Schools Project	51,648	29,325	51,648	29,325
Parenting Mentoring Project	-	21,390	21,390	-
Whole School Approach Project	-	15,000	5,681	9,319
Emotional Health Symposium	-	1,780	1,780	-
Research Lead support	-	2,000	2,000	-
Expansion of Workplace Programme	-	10,700	144	10,556
Staff training	-	1,000	1,000	-
Additional Oxford School Project	-	28,019	59	27,960
	<u>94,927</u>	<u>218,889</u>	<u>214,828</u>	<u>98,988</u>

# Family Links (Educational Programmes)

## Notes to the accounts for the year ended 31<sup>st</sup> August 2020 (continued)

### 17 Analysis of net assets between funds

	Restricted Funds £	Unrestricted Funds £	Total Funds £
Tangible fixed assets	-	13,369	13,369
Stock	-	50,856	50,856
Debtors	-	68,015	68,015
Cash at bank and in hand	205,238	553,939	759,177
Current liabilities	-	(234,368)	(234,368)
	<hr/>	<hr/>	<hr/>
Net assets at 31 <sup>st</sup> August 2020	205,238	451,811	657,049
	<hr/>	<hr/>	<hr/>

### Comparative period information

	Restricted Funds £	Unrestricted Funds £	Total Funds £
Tangible fixed assets	-	19,250	19,250
Stock	-	54,484	54,484
Debtors	-	72,936	72,936
Cash at bank and in hand	98,988	692,718	791,706
Current liabilities	-	(246,669)	(246,669)
	<hr/>	<hr/>	<hr/>
Net assets at 31 <sup>st</sup> August 2019	98,988	592,719	691,707
	<hr/>	<hr/>	<hr/>