

Company No: 3780726

Charity No: 1077607

DAYBREAK FAMILY GROUP CONFERENCES

(a company limited by guarantee)

ANNUAL REPORT FOR THE YEAR ENDED

31ST MARCH 2021

DAYBREAK FAMILY GROUP CONFERENCES

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DAYBREAK FAMILY GROUP CONFERENCES

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

The Trustees, who are also Directors of the charity for the purposes of the Companies Act, submit their annual report and the financial statements for the year ended 31st March 2021.

Reference and Administrative Information

Charity name: Daybreak Family Group Conferences

Charity registration number: 1077607

Company Registration number: 3780726

Registered office and operational address: Wessex House
Upper Market Street
Eastleigh
Hampshire
SO50 9FD

Telephone: 02380 696644

Fax: 02380 696655

Trustees: Max Bullough (Chair)
Sohail Husain
Vic Stenning
Geoffrey Millard
Patricia Scott

Chief Executive: Richard Chalmers

Company Secretary: Andrew Pease

Auditors: Fiander Tovell Limited
Stag Gates House
63/64 The Avenue
Southampton
Hampshire
SO17 1XS

Bankers: Lloyds Bank
Eastleigh Branch
PO Box 1000
Hampshire
BX1 1LT

DAYBREAK FAMILY GROUP CONFERENCES

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Our Values

A belief that families have the ability to make good decisions about their own futures.

A commitment to the empowerment of families to make those decisions.

Recognition and valuing of difference.

The demonstration and promotion of mutual respect.

Promotion of active participation by everyone affected by a decision.

A commitment to openness and transparency.

Recognition and valuing of the roles and responsibilities of agencies.

Our Purpose and Aims

As at 31 March 2021, the charity's Purpose as set out in the objects enclosed in the company's Memorandum and Articles of Association ("AoA"), was to benefit the public by promoting the protection of children, young people and adults.

In particular its Aims were:

- a) to set up and maintain a Family Group Conference ("FGC") facility to assist children, young people and adults in danger, suffering or being abused physically, sexually or mentally or whose social conditions are such that they require support to enable them and their families to make effective decisions for themselves.
- b) to benefit the community with a view to enhancing the responsibility of such children, young people and adults, their families and extended networks, enriching family life and undertaking any charitable purposes for their benefit.
- c) to advance the education of the community by improving the skills and knowledge of FGC and other related practitioners through the provision of training programmes, workshops, conferences, consultation and advice.

These aims benefit the public by enhancing the responsibilities of all people who are the subject of FGCs and their families and extended networks, thereby leading to greater stability, security and enrichment of family life.

Furthermore, the success of the FGC process benefits the public by contributing to the stability and security of society in general.

Ensuring our work delivers its Aims

We review our Aims, objectives and activities on a yearly basis. The review encompasses at what we achieved and the outcomes of our work in the previous 12 months. The review looks at the success of key activities as measured by a series of indicators relating to selected outputs and outcomes and the benefits that these outputs and outcomes have brought to those groups of people, in particular children and young people at risk and vulnerable adults, who we have been set up to help. This helps us to ensure that we are meeting the Purpose and Aims of our charity. We have referred to the guidance in the Charity Commission's general guidance on public benefit when reviewing our Purpose and Aims and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the Purpose and Aims they have set.

How our activities deliver public benefit

Our main activities and who we try to help are described below. All our charitable activities focus on the protection of at-risk children and young people and vulnerable adults. They are undertaken to further our charitable Purpose for the public benefit.

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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Who used and benefited from our services?

The amount of funding that we receive from Local Authorities, other agencies and the numbers of referrals we receive determine the services we provide. We currently operate mainly across the southern counties of England from Dorset to East Sussex and in a number of London Boroughs. The local authorities include the county councils/unitary authorities of Portsmouth, Southampton, Wiltshire, Dorset and a number of London Boroughs. Funding is received from these sources, but also from other agencies, all in furtherance of our charitable Purpose.

Access to our services is not restricted by gender, disability, sexual orientation or ethnicity or by any financial considerations.

Our work benefits primarily the particular child, children, young people or vulnerable adults who are the subject of the referrals we receive. However, benefits extend to the immediate family and any extended family network by promoting in them a sense of greater responsibility for, as well as involvement in, the subject's ongoing welfare. This has a further effect of benefiting society as a whole by enhancing the sense of responsibility within children and their families for the welfare of their wider community.

the county councils/unitary authorities of Portsmouth, Southampton, Wiltshire, Dorset and a number of London Boroughs. Funding is received from these sources, but also from other agencies, all in furtherance of our charitable Purpose.

Achievements and performance

Outputs

In order to monitor our performance, we have identified six key outputs. These outputs, together with their measurement indicators, for 2020/21 are as follows:

1. The number of referrals received in each of Daybreak's programmes

In 2020/21 Daybreak received 105% of the number of referrals originally foreseen in its contracts (107% in 2019/20). Daybreak and its partners have again demonstrated great success in generating referrals from social workers and other professionals and having them accepted by families.

2. The number of initial FGCs convened

695 initial FGCs were convened (573 in 2019/20) from 900 referrals (756 2019/20). This is a conversion rate of 77% (76% in 2019/20).

3. The number of review FGCs convened

104 review FGCs were convened (66 in 2019/20).

4. The number of children who were the subject of these meetings

1,323 children were the subject of initial FGC meetings (967 in 2019/20). This is an average of 1.9 children per meeting (1.7 in 2019/20).

5. Partnership with families

An average of 5.5 family members and friends attended an FGC (4.8 in 2019/20). This is a very positive result compared to more traditional decision-making meetings.

6. Partnership with agencies

An average of 1.96 referrers and other support providers attended FGCs (1.8 in 2019/20).

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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Other achievements

1. The Department for Education commissioned Daybreak to roll out the model of FGCs developed with Innovation-Fund support to 22 Local Authorities. This work started August 2019 and will complete February 2022. The experiences in these areas will be used for further evaluation of the effectiveness of the model.
2. A follow up report commissioned by Department for Education "Family Group Conferences in pre-proceedings" (published March 2020) on where the children were 3½ years on from the Innovation programme commissioned by the Department for Education, found that '71% of FGC children lived with their family, compared to 43% of non-FGC children'.
3. In a challenging year We have been able to continue to provide our service to local Authorities through the use of Remote Family Group Meetings. Although not as effective as a face-to-face Family Group Conference it ensures that families continue to have the opportunity to address the concerns of the Social Worker.
4. We continue to engage with London Boroughs with a view to expand our work in the capital and are benefiting from having a base in the city.
5. Our FGC training provision continues to expand.
6. We continue to have a presence outside the UK. We continue to deliver our training in Potsdam, Germany and have provided training in Singapore.
7. Daybreak received no formal complaints this year.

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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Structure, Governance and Management

Governing Document

The charity is a charitable company, limited by guarantee, established on 1st June 1999. It is governed by a Memorandum and Articles of Association. The members have each guaranteed to contribute such amount as may be required, not exceeding £10, in the event of a winding up of the company.

Recruitment and Appointment of Trustees

Potential Trustees may be nominated, sought out or volunteer themselves for consideration. Chair of Trustees and The Chief Executive will meet with potential Trustees and will then decide whether to invite the potential Trustees to a Trustees' meeting.

Potential Trustees can be voted on to the Board of Trustees by a majority vote at a meeting of Trustees. Full Trustee status will occur once a DBS check has been obtained.

Trustees retire by rotation over a three-year cycle. In accordance with the AoA, a Trustee shall cease to hold office if he/she is absent without the permission of the Trustees from all their meetings held within a period of six months and that the Trustees resolve that his/her office be vacated.

The Board of Trustees has been very active, with individual Trustees taking an interest in specific programmes, and in developing particular policies. This has significantly added to the vitality and strength of the Board.

Trustee Induction and Training

Trustee induction is negotiated on an individual basis taking into account the new Trustee's existing knowledge and experience of FGCs and Daybreak. The Chief Executive oversees this process.

By the end of the induction process, the new Trustee must be familiar with the following:

- The Values, Purpose and Aims of Daybreak and agree to support and promote them.
- The responsibilities and liability of Daybreak Trustees.
- The range and content of the key Daybreak policies.
- The operational structure of the organisation and core staff.

New Trustees are encouraged to attend seminars held by Fiander Tovell and other organisations in order to familiarise themselves with their responsibilities as Trustees.

Trustees must complete a Declaration of Interests form when they join and each year thereafter.

DAYBREAK FAMILY GROUP CONFERENCES

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Organisational Structure

During 2020/21 the Trustees met approximately every three months to administer the charity, and monitor and review its policies. The Chief Executive is appointed by the Trustees to manage the day-to-day operations. The Chief Executive sits on the Board of Trustees but has no voting rights.

The Chief Executive is responsible for appointing the Senior Management Team who are responsible for the day-to-day operations of the charity. The Senior Management Team consists of Chief Executive Officer, Finance Manager and Office Manager.

Details of Trustee expenses, related party transactions and staff remuneration are disclosed in note 7 & 8 to the accounts.

Remuneration of senior managers is reviewed annually in conjunction with annual appraisals.

Risk Management Policy

Daybreak has established a risk management policy whereby all perceived risks that may impact the charity are considered. Systems or policies have been established to mitigate those risks. As part of the risk management policy a risk register has been established and is updated at least annually to ensure that systems and controls are adequate. The risk register includes the risk of fraud.

Covid-19

The Covid-19 pandemic has meant that FGC temporarily cannot go ahead as face-to-face meetings. The face-to-face element of the meetings is a fundamental part of ensuring that family members are committed to the process and understand the implications of the responsibilities for the child that they agree to accept. In response to this, Daybreak have developed an alternative meeting called a 'Remote Family Group Meeting' via video conference. Although it is not as effective as a face-to-face FGC, it will continue to ensure that families have the opportunity to address the concerns of the Social Worker. This has enabled Daybreak to continue to meet the obligations of its contracts.

Volunteers

The charity is grateful for the unstinting efforts of its volunteers who give their services on the Board of Trustees and in relation to project and administration work. We continue to develop opportunities for volunteers to participate in Daybreak's work and their contribution is highly valued.

Financial Review

Daybreak continues to deliver on its ongoing contractual commitments, backed by a high level of customer service. Our income from charitable activities for the year was £1,256,057, compared to income in the previous year of £1,063,642. We have reported a surplus of £265,887, compared to a surplus last year of £175,514.

The surplus for 2020/21 included £396,369 (2019/20 £291,686) of restricted income, which was a grant from the Department for Education. This grant is to enable to roll out of the Innovation Fund model of FGC to 22 Local Authorities across England.

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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Daybreak continues to deliver high quality learning programmes. Our training activities remained at a relatively low level with continued concentration on running our accredited course for FGC coordinators since becoming (in July 2010) a Recognised Centre of the Open College Network South East Region (trading as Laser Learning Awards). We continue to seek opportunities for training FGC staff in Local Authorities with appropriate courses designed for their needs.

The continued pressure on Local Authorities to reduce costs inevitably presents organisational challenges which, thanks to the efforts of our loyal and hard-working staff, we are successfully meeting. We aim to keep our costs and charges as low as possible for the benefit of our customers and the families we serve. Our efforts have had impressive results. Through the use of FGCs, children have been diverted from Local Authority care and the high consequential costs to Local Authorities have been avoided. Our success places Daybreak in a strong and unique position in the marketplace as it tenders for further business with Local Authorities across the country.

Daybreak is committed to applying its funds to the fulfilment of its obligations as set out in its Memorandum and Articles for the benefit of the public.

After a difficult few years financially, the work commissioned by the Department for Education to roll out Daybreak's Innovation model across 22 local Authorities will allow the charity to rebuild its reserves. The Trustees therefore believe that Daybreak continues to be a Going Concern.

Principal Funding Sources

The principal funding sources for the charity are currently contract income from Local Authorities and grants. Opportunities for funding from alternative sources are constantly reviewed and applications made wherever appropriate.

Reserves Policy

The Trustees have established a reserves policy to enable the charity to be managed efficiently and to allow the management sufficient time to find new sources of income if all major pieces of work were to cease. The policy is to hold unrestricted funds to a level that allows between three and six months within which to generate new funding and if necessary to instigate an orderly closure of the business.

Expressed as a proportion of overhead costs for the coming year 2021/22, this would represent a requirement of unrestricted funds of between £91,000 and £182,000 (2020/21 £91,000 - £182,000). The level of unrestricted operating expenditure is monitored on an ongoing basis throughout the year to ensure that it meets the requirements of the Reserves Policy. The Reserves Policy is reviewed annually by the Board of Trustees.

The level of unrestricted funds, after designated funds, as at 31 March 2021 of £210,281 (£134,158 at 31 March 2020) meets the requirements of the Reserves Policy for the coming year. The Trustees regularly review how to best utilise reserves whilst giving careful consideration to the fact that Daybreak needs to access new funding sources for the future. However, currently this position gives Daybreak the opportunity to continue to explore new ways of fulfilling its obligations under its AoA for the benefit of the public and these are explored further under 'Plans for Future Periods' below.

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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Plans for future periods

Our current work mainly focuses on at-risk children and young people and vulnerable adults. Our plans for the future envisage expanding this service and also developing new services. We will do this in order to broaden the use of FGCs, thereby enabling more families and individuals to access FGCs and the benefits that they bring. This will be implemented within the broad framework of Daybreak's strategic Plan. More specific activities will include:

- Delivering support to Local Authorities for implementation of Daybreak's Innovation FGC model.
- Return to face-to-face Family Group Conferences when it is safe to do so under Covid 19 guidelines.
- Tendering for FGC programmes in areas where programmes are not currently managed by Daybreak.
- Applying for grant funds from charitable trusts and foundations.
- Providing learning programmes and technical assistance to enable our expertise to be transferred to areas where Daybreak cannot deliver effectively itself.
- Expanding our training of FGC staff in Local Authorities across the country.
- Expanding our international training provision and other involvements.
- Exploring the introduction of FGCs in new contexts.
- Working with Local Authorities to explore the use of Community Conferencing.

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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Statement of Trustees' Responsibilities

The Trustees (who are also Directors of Daybreak Family Group Conferences for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 the year. 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company 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.

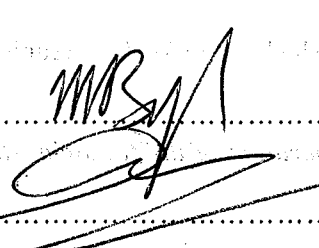
Each Trustee has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such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

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

This report was approved by the Board on

16/12/21

and signed on its behalf by:



Max Bullough, Chair of Trustees

Geoff Millard, Treasurer

Independent Auditor's Report to the Trustees of Daybreak Family Group Conferences

Opinion

We have audited the financial statements of Daybreak Family Group Conferences (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, Balance Sheet, the Cash Flow Statement 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).

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.

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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 report¹, 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.

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 12], 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.

Extent to which the audit was capable of detecting irregularities, including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- We identified the laws and regulations applicable to the charity through discussions with trustees and other management, and from our commercial knowledge and experience.
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the SORP, Charities Act 2011, data protection, employment, environmental and health and safety legislation.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud.
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships.
- Tested journal entries to identify unusual transactions.
- Investigated the rationale behind significant or unusual transactions.
- Tested a sample of BACS payments to identify payments being made to unexpected bank accounts

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation.
- Reading the minutes of meetings of those charged with governance.
- Enquiring of management as to actual and potential litigation and claims.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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. This description forms part of our auditor's report.

Fiander Tovell

Paul Meacher FCA (Senior Statutory Auditor)
For and on behalf of Fiander Tovell Limited
Chartered Accountants and Registered Auditors
Stag Gates House
63/64 The Avenue
Southampton
SO17 1XS

Date: 21 December 2021

DAYBREAK FAMILY GROUP CONFERENCES

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31ST MARCH 2021

	<u>Notes</u>	<u>Unrestricted Funds</u>	<u>Restricted Funds</u>	<u>Total 2021</u>	<u>Total 2020</u>
		£	£	£	£
Income and endowments from:					
Charitable activities	3	859,688	396,369	1,256,057	1,063,642
Investment Income		990	-	990	319
Total		<u>860,678</u>	<u>396,369</u>	<u>1,257,047</u>	<u>1,063,961</u>
Resources Expended					
Raising Funds	5	9,605	-	9,605	8,286
Charitable Activities	5	766,690	206,605	973,295	872,026
Other	5	8,260	-	8,260	8,135
Total	5	<u>784,555</u>	<u>206,605</u>	<u>991,160</u>	<u>888,447</u>
Net (Resources Expended)/Incoming Resources	6	<u>76,123</u>	<u>189,764</u>	<u>265,887</u>	<u>175,514</u>
Transfer between Funds		0	(0)	-	-
Net (Resources Expended)/Incoming Resources after transfer between Funds		<u>76,123</u>	<u>189,764</u>	<u>265,887</u>	<u>175,514</u>
Net Movement in Funds:					
Fund balances brought forward at 1 st April 2020		134,158	181,848	316,006	140,492
Fund balances carried forward at 31 st March 2021	17	<u>210,281</u>	<u>371,612</u>	<u>581,893</u>	<u>316,006</u>

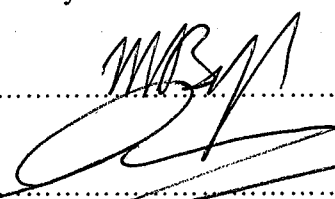
DAYBREAK FAMILY GROUP CONFERENCES

BALANCE SHEET AS AT 31ST MARCH 2021

	Notes	2021	2020
		£	£
Fixed Assets			
Tangible Assets	9	13,466	14,040
Current Assets			
Debtors	10	183,437	176,526
Cash at Bank and in Hand		954,728	373,682
		<u>1,138,165</u>	<u>550,208</u>
Creditors: amounts falling due within one year	11	(513,702)	(215,715)
Net Current Assets		<u>624,463</u>	<u>334,493</u>
Total Assets less Current Liabilities		637,929	348,533
Creditors: amounts falling due after more than one year	13	(5,325)	(1,119)
Provisions for liabilities and charges	14	(50,711)	(31,408)
Net Assets		<u>581,893</u>	<u>316,006</u>
Funds:			
Unrestricted Funds			
Designated funds		-	-
General unrestricted funds		<u>210,281</u>	<u>134,158</u>
Restricted Funds		371,612	181,848
Total Funds	17	<u>581,893</u>	<u>316,006</u>

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

The financial statements (on pages 15 to 27) were approved by the trustees on 16/12/21 and signed on their behalf by:

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Company Registration No. 3780726

Max Bullough, Chair of Trustees

Geoff Millard, Treasurer

DAYBREAK FAMILY GROUP CONFERENCES

CASH FLOW FOR THE YEAR ENDED 31ST MARCH 2021

	<u>2021</u>	<u>2020</u>
	£	£
Cash flows from operating activities:		
Net cash provided by operating activities	589,725	265,482
Cash flows from investing activities		
Interest received	990	319
Purchase of Equipment	(9,669)	0
Net cash provided by investing activities	(8,679)	319
Cash flows from financing activities		
Net Cash provided by financing activities	-	-
Change in cash and cash equivalents in the reporting period	581,046	265,801
Cash and cash equivalents at the beginning of the reporting period	373,682	107,881
Change in cash and cash equivalents due to exchange rate movements	-	-
Cash and cash equivalents at the end of the reporting period	954,728	373,682
Reconciliation of net income/(expenditure) to net cash flow from operating activities		
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	265,887	175,515
Adjusted for:		
Depreciation charges	10,243	8,668
Dividends, interest and rents from investments	(990)	(319)
(Increase)/decrease in debtors	(6,911)	(45,267)
Increase/(decrease) in creditors	321,496	126,885
Net cash provided by operating activities	589,725	265,482
Analysis of cash and cash equivalents		
Cash in hand	954,728	253,413
Notice deposits (less than 3 months)	0	120,269
	954,728	373,682

DAYBREAK FAMILY GROUP CONFERENCES

NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

1. ACCOUNTING POLICIES

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

a) Accounting convention

These accounts have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102"), "Accounting and Reporting by Charities" the Statement of Recommended Practice for charities applying FRS 102, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015. The charitable company is a Public Benefit Entity as defined by FRS 102.

The accounts are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

b) Company Status

The charity is a company limited by guarantee. The members of the company are the trustees named on page 3. 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 registered office of the charity is detailed on page 3.

c) Going concern

Working in a sector where funding continues to be tight, Daybreak continue to apply for alternative sources of funding and reduce costs where necessary. This will enable the charitable company to continue to provide Local Authorities with the best possible service with the limited funds available.

The Covid-19 pandemic has meant that Family Group Conferences temporarily cannot go ahead as face-to-face meetings. The Face to Face element of the meetings is a fundamental part of making sure that the family members are committed to the process and understand the implications of the responsibilities for the child that they agree to undertake. However, Daybreak have taken the decision to implement an alternative 'Remote Family Group Meeting' via video conference to ensure that Families continue to have the opportunity to address the concerns of the Social Worker.

At the time of approving the accounts, the trustees have a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. Thus, the charitable company continues to adopt the going concern basis of accounting in preparing the accounts.

DAYBREAK FAMILY GROUP CONFERENCES

NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

d) Fund Accounting

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

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the accounts.

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

e) Incoming Resources

All incoming resources are recognised when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Grants, including Government Grants and contracts, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Incoming resources from grants, including government grants and contracts, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

Income is deferred when the monies being paid over are specifically designated for a future time period.

Donated services and facilities are included at the value to the charity where this can be quantified. No amounts are included in the financial statements for services donated by volunteers.

Investment income is included when receivable.

f) Resources Expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.

Costs of generating funds comprise the costs associated with submitting applications for new funding.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All costs are allocated between the expenditure categories of the Statement of Financial Activities (SOFA) on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly with the exception of the cost of fund raising which has been split as a percentage of the general staff costs and expenses within the Support Costs category. Organisational overheads are allocated directly to an overhead cost centre. The individual projects make a contribution to cover these costs by way of a transfer. The details are set out in note 5.

DAYBREAK FAMILY GROUP CONFERENCES

NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

g) Tangible Fixed Assets

Tangible fixed assets are stated at cost less accumulated depreciation. Assets costing less than £500 are not capitalised. Depreciation is provided at rates calculated to write off the cost of each asset on a straight line basis over its expected useful economic life which in all cases is estimated at 3 years.

h) Impairment

At each reporting end date, the charitable company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

i) 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.

j) Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

k) Creditors

Creditors 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

l) Financial instruments

The trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

m) Pension Costs

The charity contributes to either an employee's individual pension plan or to a stakeholder pension scheme which Daybreak administers on behalf of its employees. Expenditure is charged on an accruals basis in accordance with the employee's contract of employment.

n) Operating Leases

Rentals payable under operating leases are charged against income on a straight line basis over the period of the lease.

DAYBREAK FAMILY GROUP CONFERENCES

NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

o) Provisions

Provisions are recognised when the charitable company has a legal or constructive present obligation as a result of a past event, it is probable that the charitable company will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation.

Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value the unwinding of the discount is recognised as a finance cost in net income/(expenditure) in the period it arises.

q) Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2. ESTIMATES AND JUDGEMENTS

There were no key estimates or judgements that would materially affect the accounts.

3. GRANTS AND CONTRACTS

	Total 2021 £	Total 2020 £
Income arising from the provision of Family Group Conferences and related activities	1,256,057	1,063,642
Represented by:		
Restricted Income	396,369	291,686
Unrestricted Income	859,688	771,956

DAYBREAK FAMILY GROUP CONFERENCES

NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

4. GOVERNMENT GRANTS

	Total 2021	Total 2020
	£	£
Deferred Income b/fwd	111,395	0
Income received from Government Grants	581,683	403,081
Amount released to income	(396,369)	(291,686)
Deferred Income c/fwd	296,709	111,395

Funding received from the Department for Education to further test the Innovations FGC programme across 22 local authorities. The original Innovation grant was to test the effectiveness of delivering FGCs to families in receipt of a letter of pre-proceedings. Due to DfE procedures the full grant was paid in full during the first 2 years of the 3-year project.

5. TOTAL RESOURCES EXPENDED

	Total 2021	Total 2020
	£	£
Costs directly allocated to activities		
Staff costs and expenses	316,277	256,243
Cost of family meetings	394,571	358,758
Evaluation and research	-	-
Office costs	4,522	4,522
Audit fees	8,260	7,942
Trustee & regulatory	0	193
Support costs to which the projects make a contribution		
General staff costs & expenses	192,099	165,717
Office costs	54,744	75,851
Legal & professional	7,873	7,534
Bank charges	656	750
Insurance	1,915	2,269
Depreciation	10,243	8,668
Total Resources expended	991,160	888,447
Represented by:		
Restricted Expenditure	206,605	109,838
Unrestricted Expenditure	784,555	778,609
	991,160	888,447

DAYBREAK FAMILY GROUP CONFERENCES

NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

6. NET INCOMING RESOURCES FOR THE YEAR

	<u>2021</u>	<u>2020</u>
	£	£
Total Resources expended include:		
Auditors' Fees:		
Audit	8,260	7,942
Other Services	1,656	1,656
Depreciation	10,243	8,668

7. STAFF COSTS

	<u>2021</u>	<u>2020</u>
	£	£
Wages and Salaries	433,613	338,866
Social Security costs	42,739	33,189
Pension costs	29,684	26,189
	<hr/>	<hr/>
	506,036	398,244
	<hr/>	<hr/>

Total remuneration and benefits of Key Management Personnel was £128,955 (2020 £144,254).

One employee received emoluments of more than £60,000 p.a.

The average monthly number of employees during the year was 14 (2020 - 18).

	<u>2021</u>	<u>2020</u>
Full Time Staff	9	9
Part Time staff	5	9
Full Time equivalents	12	14

The charity contributed to a stakeholder pension schemes for 15 (2020 - 18) members of staff.

Contributions outstanding at the balance sheet date were £2,911 (2020 - £3,170).

8. TRUSTEE REMUNERATION & RELATED PARTY TRANSACTIONS

No Trustees received any remuneration during the year whilst in office (2020 - £nil).

No Trustees (2020 - 2) received reimbursement of travel and accommodation expenses.

No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity.

DAYBREAK FAMILY GROUP CONFERENCES

NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

9. TANGIBLE FIXED ASSETS

	<u>Project and Office Equipment</u>	<u>Software Development</u>	<u>Total</u>
<u>Cost</u>	<u>£</u>	<u>£</u>	<u>£</u>
At 1 st April 2020	17,029	21,060	38,089
Additions	9,669	0	9,669
Disposals	(17,029)	(0)	(17,029)
At 31 st March 2021	9,669	21,060	30,729
<u>Depreciation</u>			
At 1 st April 2020	17,029	7,020	24,049
Charge for year	3,223	7,020	10,243
Disposals	(17,029)	(0)	(17,029)
At 31 st March 2021	3,223	14,040	17,263
<u>Net Book Value</u>			
at 31 st March 2020	0	14,040	14,040
at 31 st March 2021	6,446	7,020	13,466

Included in the above are assets held under hire purchase contracts with net book value of £6,446 (2020 - £0) and depreciation charged in the year of £3,223 (2020 - £1,649).

Software Development is a Management Information System that has been developed and went live in April 2019. This is being depreciated over 3 years in accordance with the Tangible Fixed Assets accounting policy.

10. DEBTORS

	<u>2021</u>	<u>2020</u>
	<u>£</u>	<u>£</u>
Grants and Contracts Receivable	177,042	163,648
Prepayments & accrued income	6,395	12,878
	<u>183,437</u>	<u>176,526</u>

DAYBREAK FAMILY GROUP CONFERENCES

NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	<u>2021</u>	<u>2020</u>
	£	£
Taxation and Social Security Costs	16,677	11,373
Net obligations under hire purchase contracts	1,935	2,245
Other Creditors	42,174	41,704
Accruals and Deferred Income	452,916	160,393
	<u>513,702</u>	<u>215,715</u>

Net obligations under hire purchase contracts are secured on the assets concerned.

12. DEFERRED INCOME

Deferred income comprises monies received in advance for activities that are specified to take place in a future accounting period.

	£
Balance as at 1 April 2020	140,268
Amount released to incoming resources	(140,268)
Amount deferred in year	<u>430,804</u>
Balance as at 31 March 2021	<u>430,804</u>

13. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

Net obligations under hire purchase contracts

	<u>2021</u>	<u>2020</u>
	£	£
Repayable within one year	1,935	2,245
Repayable within one and five years	5,325	1,119
	<u>7,261</u>	<u>3,364</u>
Included in liabilities falling due within one year	<u>(1,935)</u>	<u>(2,245)</u>
	<u>5,325</u>	<u>1,119</u>

Net obligations under hire purchase contracts are secured on the assets concerned.

DAYBREAK FAMILY GROUP CONFERENCES

NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

14. PROVISIONS FOR LIABILITIES AND CHARGES

	£
Balance as at 1 st April 2020	31,408
Amount released to incoming resources	(31,408)
Amount provided in year	50,711
	<hr/>
Balance as at 31 st March 2021	50,711

The provision relates to family group conferences and associated work that has been commissioned prior to the year end. The exact cost of each family meeting can vary and the provision is calculated using best estimates.

15. FINANCIAL COMMITMENTS

At 31 March 2021, the charitable company was committed to making the following payments under non-cancellable operating leases.

	<u>2021</u>	<u>2020</u>
	£	£
Operating leases which expire:		
Less than 1 year	1,307	1,307
Between 2 and 5 years	-	-
Over 5 years	-	-
	<hr/>	<hr/>
	1,307	1,307

Total operating lease payments in the year were £9,114 (2020 £9,114).

16. FINANCIAL INSTRUMENTS

	<u>2021</u>	<u>2020</u>
	£	£
Carry amount of financial assets:		
Debt instruments measured at amortised cost	1,131,770	537,330
Carry amount of financial liabilities:		
Measured at amortised cost	47,912	43,617

DAYBREAK FAMILY GROUP CONFERENCES

NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

17. MOVEMENT IN FUNDS

	Notes	At 1 st April 2020 £	Income £	Expenditure £	Transfers £	At 31 st March 2021 £
Restricted Funds:						
Department for Education Grant	17.1	181,848	396,369	(206,605)	-	371,612
Total Restricted Funds		181,848	396,369	(206,605)	-	371,612
Unrestricted Funds		134,158	860,678	(784,555)	-	210,281
Designated Funds		-	-	-	-	-
Total Funds		316,006	1,257,047	(991,160)	-	581,893

	Notes	At 1 st April 2019 £	Income £	Expenditure £	Transfers £	At 31 st March 2020 £
Restricted Funds:						
Department for Education Grant	17.1	-	291,686	(109,838)	-	181,848
Total Restricted Funds		-	291,686	(109,838)	-	181,848
Unrestricted Funds		140,492	772,275	(778,609)	-	134,158
Designated Funds		-	-	-	-	-
Total Funds		140,492	1,063,961	(888,447)	-	316,006

17.1 Grant from the Department for Education to implement the roll out of the Innovations model of FGC to 22 Local Authorities across the England.

DAYBREAK FAMILY GROUP CONFERENCES

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED
31ST MARCH 2021**

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	Total £
Fund balances at 31 st March 2021 are represented by:			
Tangible Fixed Assets	13,466	-	13,466
Net Current Assets	252,851	371,612	624,463
Creditors due after more than one year	(5,325)	-	(5,325)
Provisions for liabilities and charges	(50,711)	-	(50,711)
Total Net Assets	210,281	371,612	581,893

	Unrestricted Funds £	Restricted Funds £	Total £
Fund balances at 31 st March 2020 are represented by:			
Tangible Fixed Assets	14,040	-	14,040
Net Current Assets	152,645	181,848	334,493
Creditors due after more than one year	(1,119)	-	(1,119)
Provisions for liabilities and charges	(31,408)	-	(31,408)
Total Net Assets	134,158	181,848	316,006