

Family Links (Educational Programmes)

(A company limited by guarantee)

Report and Financial Statements

for the year ended

31st August 2021

Registered charity number: 1062514

Registered company number: 03323287

Family Links (Educational Programmes)

Report of the Trustees for the year ended 31st August 2021

The trustees present their annual report together with the audited financial statements of the charity for the year ended 31st August 2021, 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 2021

It has been an exciting and challenging time to take on the Chair of Family Links. Sarah Hargreaves, as our retiring Chair, brought trustees together and, working with Sarah Darton our Chief Executive, our directors Sally Alden and Anne Tester and the wider team, enabled Family Links to have the capability to respond to the pandemic in ways that have continued to support those who work with children and families, sustaining the quality of provision and securing continued financial stability. The senior team, staff and trainers have built on this secure foundation, offering our training in a variety of formats and continuing to support children and families to build their emotional health. This report reflects the commitment and passion which informs our training, research and evaluation and our work influencing policy and practice.

Notable achievements from the year include:

- maintaining reach through further development of online training courses and the systems needed to support high quality delivery.
- the focus on ensuring consistency and quality of programme delivery through the development of specialist refresher training courses.
- offering support to unfunded practitioners by securing bursary funding to train practitioners in schools and other voluntary settings.
- increasing our reach through the inclusion of our free online module Good Mental and Emotional Health in Schools on the Mentally Healthy Schools website which 1451 education staff undertook during the year.
- supporting an NHS trust by providing staff with training to develop their own emotional health and an emotionally healthy workplace culture.
- influencing national policy and practice through involvement in the Early Years Commission; we are pleased that the resulting manifesto recommends that parents need access to relationship-based parenting support.
- being a key player in developing the Principles of Excellence in Relationships Education and in shifting the narrative around the importance of relationships in schools.
- working with a Local Authority to collect evidence of the longer-term impact of Family Links training on practice, the majority of practitioners reporting sustained improvement in their skills and strategies to work with children, young people and their parents.
- formation of the research advisory group providing input and challenge on our research, monitoring and evaluation processes.
- the continued support of donors and grant makers whose invaluable contributions have helped to sustain activity during the pandemic and develop new programmes to meet emerging needs.

In the coming year it is even more important for Family Links to focus on relationships that enable children and their communities to rebuild socially and emotionally, providing the foundations for all to thrive. In 2022 we celebrate Family Links' 25th Anniversary when we can look forward to continuing to fulfil our vision of helping 'every child and adult to realise their individual potential, enjoy positive relationships and live healthy and fulfilled lives'.

Family Links (Educational Programmes)

Report of the Trustees for the year ended 31st August 2021

Chair's introduction (continued)

Our values and strengths-based approach underpin everything we do. These are reflected in feedback from staff about highlights of the year:

- 'our agility as an organisation to adapt to a completely new environment'
- 'making remote and now hybrid working trouble-free and enjoyable'
- 'we all care hugely about the work, the flexibility to do it in a way that makes sense for us has been a driving, motivating factor'

We have a talented Board of Trustees who have supported me in taking on the role of Chair and worked with senior staff on a wide variety of topics including succession planning, research and evaluation, policy influencing, fundraising, finance and risk. I would like to thank them for giving their time, wisdom and encouragement.

Finally, and sadly, Sarah Darton, our inspiring Chief Executive, has decided to retire in 2022. Trustees are currently recruiting her successor. Sarah's leadership and expertise, her values and empathetic approach have strengthened Family Links as a successful and respected charity. We wish her a happy and enjoyable retirement and know she will remain a friend and supporter of Family Links.

Hilary Emery

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 (Chair)	Rosalind Portman
Vanessa Emmett	Wendy Rose
Sarah Hargreaves (resigned 16 March 2021)	Gordon Beach (appointed 10 December 2020)
Avril McIntyre (resigned 10 December 2020)	Martin Havelock
Emma Judge (appointed 10 December 2020)	Masood Hassan (appointed 16 March 2021)

Key Management personnel

Sarah Darton	– Chief Executive
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 31st August 2021

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 24th 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 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 Chief Executive 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 the total increase for all staff has averaged between 1.5% and 2.0%. Increases have been applied on a sliding scale with higher increments for lower paid staff, or with a minimum level of increase set.

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 £4,000 in the year (2019-20 - £5,100). In the 2020-21 financial year, a total of £125 was paid to a party related to the Finance Director, for development and implementation of an additional feature in our online shop (2019-20 - £4,781).

Family Links (Educational Programmes)

Report of the Trustees for the year ended 31st August 2021

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. Our mission is to provide training and programmes, based on the Nurturing Programme, that build and sustain emotional health and relationships in families, schools and workplaces.

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 2020-21 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 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.

We continued to respond to the ongoing impact of COVID-19 by increasing our online training and offering a range of support for practitioners and teachers working with parents and children. We recognised the emotional health impact of COVID-19 on families and developed webinars to be delivered directly to parents, in some cases via their school or workplace. We also offered 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 is the recognition that inequality in opportunities for children will be greater than ever.

In order to increase our reach we planned 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.

Family Links (Educational Programmes)

Report of the Trustees for the year ended 31st August 2021

In order to influence local and national policy-makers and commissioners we planned 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;
- 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;
- 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 planned 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.

Achievements and Performance

Goal 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.

To maintain our reach with the uncertainties of the pandemic, we recognised the need to provide a wider variety of training courses online. As planned, we invested in the development of the courses as well as the systems needed to enable booking and delivery so that we could offer a blended approach to training. However, at the start of our financial year we were optimistic that we would be able to return to more face-to-face training and parent group delivery. In reality, the second and third lockdowns had a significant impact on these plans and our investment in online delivery proved to be essential. Due to the agility of the team and the support of our freelance trainers we were able to reach 1421 parenting practitioners (943 in '19/'20) through our training, enabling them to work more effectively to develop the emotional health and relationships in families, and adapt to the additional demands of working during the pandemic. As well as new training we also developed the specialist refresher training courses, helping to ensure that the quality of programme delivery was maintained.

Our new Playful Parenting programme and training was launched with an online option provided; 110 practitioners have accessed this training and we are following up with them to learn more about its impact.

With the new developments and ongoing demand for our existing programmes we made the decision to employ a new national trainer and successfully appointed one of our freelance trainers to the role in September '21. She will contribute to the development of training plans and resources, maintain the quality of Family Links training, and support the implementation of the Parent Programmes in new and existing areas.

Our Director of Funding and External Relations has been successful in securing bursary funding, enabling us to train practitioners who would otherwise struggle to secure funding. In the majority of cases these practitioners are working with other voluntary sector organisations or in schools.

Family Links (Educational Programmes)

Report of the Trustees for the year ended 31st August 2021

We are delighted to be working with two new local authorities, Buckinghamshire and Central Bedfordshire. In both areas they are taking a holistic view of the need to develop the capabilities of the adults in children's lives and providing multiagency training to support both group and one to one work with parents. In Central Bedfordshire they are also including the Early Years workforce.

Our reach to parents was understandably impacted by the pandemic and the reduction in delivery of face-to-face parent groups. Using our proxy measure of parenting resources provided by Family Links we reached 9669 parents, compared to 10,761 in the previous year. However, we recognised that parents needed greater support than ever and therefore developed five parent webinars for delivery directly to parents online. These included the following topics:

- Developing emotional resilience in your family and children
- Supporting Ourselves & our Children to Manage Difficult Feelings
- Managing Boundaries in our Family
- Understanding Teenagers in our Families
- Being a Dad

We had lower numbers of parents than we had hoped booking directly onto these webinars, however a number of them were successfully delivered via employers and schools. During the course of the year, we reached a further 201 parents in this way. We also continued to provide free resources via the Parent Zone on our website with nearly 2000 page views.

The challenges of emotional health in schools have continued to receive a high profile, with staff, students and parents all experiencing the additional strains of the pandemic. Again, much of the training we provided needed to be delivered online and, in some cases, this was done via the Oxford Schools Teaching Alliance or the Oxford SCITT (School Centred Initial Teacher Training). We were able to reach 274 teachers with online group training. We also made the decision to provide our online module, Good Mental and Emotional Health in Schools, free of charge. We are delighted that this is now included on the Mentally Healthy Schools website and was completed by 1451 education staff during the year.

Our Head of Education and members of the team have continued to be actively involved in working on funded projects in South Abingdon and in Oxford City. As well as providing consultation and training for staff, Family Links was able to provide resources for parents during the pandemic, including games and copies of The Parenting Puzzle book.

Our Emotional Health at Work strand has focused on parents in the workplace and training for the not-for-profit sector, involving nearly 200 employees from 6 different organisations. A particular highlight has been the work with an NHS Trust, providing them with face-to-face training between and after the lock downs, to support them with their own emotional health and the development of an emotionally healthy workplace culture at an incredibly challenging time.

Goal 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.

Members of the team have continued to influence the national conversations about emotional health and relationships. Our Head of Programmes and Head of Education are part of the NCB's Schools Wellbeing Partnership and contributed to the guidance for primary schools to help them prepare their recovery from the COVID-19 pandemic. We are members of the Fair Education Alliance steering group and, along with other relationship organisations contributed to the development of the Principles of Excellence in Relationships Education.

Our Chief Executive was invited to be a commissioner on the cross-party Early Years Commission, with the secretariat provided by the Centre for Social Justice and the Fabian Society. The resulting manifesto provides detailed recommendations for local and national government on the actions needed to give every child the best start in life, including the need to provide parents with relationship-based parenting support.

Family Links (Educational Programmes)

Report of the Trustees for the year ended 31st August 2021

We have welcomed the opportunity to continue our contact with the Royal Foundation with their focus on the early years and the new Centre for Early Childhood.

The national conference planned needed to be postponed due to the pandemic and will now take place in April 2022. However, we were able to hold a number of online regional events and present at a range of virtual conferences.

Goal 3: Understand and communicate the impact of the Nurturing Programme in practice, within the context of wider research on emotional health.

Family Links has a detailed Impact and Evidence strategy outlining our strategic framework, and our strategic and operational activities in this area. As planned, we have started a significant evaluation of our Whole School Approach to emotional health, working with New Philanthropy Capital to examine the impact of the Nurturing Programme approach in a children's centre, three primary schools, a secondary school and a military barracks in South Abingdon, an area of high deprivation. This is a three-year project supported by funding from Porticus. This first year of the project has been challenging due to the pandemic and its impact on the schools; some training was provided online and resources were provided for parents but other activities were restricted.

We have also commenced a service evaluation of our work in Buckinghamshire. Again, this has been impacted by the pandemic but initial findings 3 months after training delivery were positive. Of over 100 practitioners 89% reported that the training equipped them with more strategies and approaches to work with parents and their children or teenager. 77% agreed that the training improved their ability to support parents who have issues or difficulties with their children or teenagers and 84% agreed that their self-awareness had increased.

Our research advisory group has been formed and has met regularly, providing helpful thinking and challenge on our research projects, and our monitoring and evaluation processes. We are very grateful to Dr Hilary Emery, Wendy Rose, Emma Judge, Dr John Coleman and Dr Kathryn Lester for their work on this group.

Fundraising Activities

Our Director of Funding and External Relations completes grant applications and carries out fundraising activities with support from colleagues and trustees, 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 2020-21 financial year, donations and grants were more important than ever, and made up 37% of total revenue. 49% of this was generated for project related activity, and 51% (18% of total revenue) was raised towards programme development and evaluation, and core costs. We are grateful to those trusts and foundations who responded to our request to convert project funding to core funding during the pandemic.

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

Financial Planning for 2020-21 was unusually challenging as we tried to second-guess the progress of the COVID-19 pandemic. We worked on the optimistic assumption that face-to-face training would resume with few restrictions from the beginning of 2021. In practice the second and third national lockdowns in November 2020 and January 2021 both resulted in immediate training cancellations, and left commissioners feeling uncertain about when they would be confident enough to rebook. At this point we deemed it necessary to make use of the government's flexible furlough scheme, and all staff hours were reduced to save costs.

Family Links (Educational Programmes)

Report of the Trustees for the year ended 31st August 2021

Financial review (continued)

By the end of March booking confidence had returned, and we were able to take all staff off furlough from the beginning of May. Our development of online-delivery training significantly mitigated the negative impact of the extended Covid-19 restrictions on our training income and generated 42% of our training revenue for the year. Overall, income from training was only 3% lower than in 2019-20. Sales of resources were adversely affected by ongoing restrictions and were 13% lower than in the 2019-20 financial year. This was marginally better than we had hoped to achieve.

We are enormously grateful to our funders who supported us through another financially tricky year. Grants designed specifically to help deal with the effects of the pandemic included a contribution towards lost income and funding to cover the cost of developing our online training. It was also particularly helpful to have received generous unrestricted grants, as we were able to be flexible in directing our expenditure to where the need was greatest. We continued to work on our funded projects and were appreciative of the understanding shown by our funders as all project delivery continued to be hampered to some extent by COVID-19.

Small cost savings were made during the year as we deferred some of our planned activities.

A surplus for the year of £39K in unrestricted funds was offset by a net deficit of £25K in restricted funds, as we used up some of our restricted reserves on project activity. The net financial result at the end of the year was a small surplus of £14K.

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

- the possibility of new COVID-19 variants causing renewed restrictions on face-to-face interaction;
- an increasing degree of 'Zoom-fatigue' that may result in a drop in demand for our online training to replace face-to-face training even where that is clinically feasible;
- the financial straits to be widely faced by our customers as the government makes efforts to recover from the losses incurred during the pandemic;
- trusts and foundations having felt the impact of the pandemic on their own resources, finding it harder to support as generously as they have in the past.

Principal risks and uncertainties

Our principal risks and uncertainties are documented in our risk register, which is maintained by the directors 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 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' worth of operating 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 2020-21 financial year, the range was £186K to £428K (2019-20 £207K - £436K). Free reserves at 31st August 2021 totalled £480,816 (2020 - £438,442) which is sufficient to cover 8.4 months' of fixed costs.

Although we had prepared for a hit on our free reserves in the 2020-21 financial year, we managed not only to maintain the secure level we already had, but to make a small increase. Our planning for the next 12 months has continued to be careful, whilst optimistic of our ability to continue to offer both online and face-to-face training, as well as to deliver on the funded projects. At the time of writing this report (November 2021) we have already secured over 60% of our budgeted income for the coming financial year and have no reason to doubt our continued operation as a going concern.

Family Links (Educational Programmes)

Report of the Trustees for the year ended 31st August 2021

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 offer and continuing to work with 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.

Our goals for 2021-23 continue to be:

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.
- We will continue to offer a blended approach to training. Most of our open training will be delivered online except for our Parent Group Leader and 2-day Talking Teens training where facilitation skills need to be taught and assessed.
 - We will aim to increase our reach to parents by developing digital products, exploring the potential for creating an app and providing digital resources such as e-books
 - At the request of a local authority, we will be developing a 4-session programme for parents in conflict, keeping the focus on the child and based upon the Nurturing Programme approach.
 - We will produce an impact report for our 25th anniversary.
 - We will develop a commissioners' booklet to provide clarity of the importance of emotional health, the Nurturing Programme approach and the details of our training and programmes.
 - We will continue to exert influence, promoting the importance of good emotional health, through our membership of the 1001 days Foundation, the Fair Education Alliance (FEA), the NCB's Schools' Wellbeing Partnership and the Parenting Programmes Alliance.
 - We will continue to promote the importance of integrated needs assessment and planning for parenting support, with universal as well as targeted access.
 - 2022 is Family Links' 25th anniversary and we will hold a reception and a national conference, with a focus on Building the Capabilities of the Adults in Children's Lives.
 - We will continue to evaluate our Whole School Approach to Emotional Health, working with South Abingdon schools and Eynsham Early Intervention Hub, supported by New Philanthropy Capital.
 - We will evaluate our training and implementation, working with Buckinghamshire local authority.

Family Links (Educational Programmes)

Report of the Trustees for the year ended 31st August 2021

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.

Hilary Emery (Chair)

9th December 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 2021 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 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The 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.

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.

Family Links (Educational Programmes)

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management, those charged with governance around actual and potential litigation and claims;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;

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.

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 31st August 2021

	Note	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Unrestricted Funds £	Restricted Funds £	Total 2020 £
Income							
<i>Donations and Grants</i>	2	188,032	164,323	352,355	85,539	225,514	311,053
<i>Income from charitable activities:</i>							
Provision of training and development	3a	403,663	-	403,663	416,208	-	416,208
Sale of support resources	3b	158,949	-	158,949	182,838	-	182,838
<i>Income from other activities:</i>							
Gain on disposal of fixed assets	4	-	-	-	600	-	600
<i>Investment income</i>	5	2,470	-	2,470	3,858	-	3,858
Total income		<u>753,114</u>	<u>164,323</u>	<u>917,437</u>	<u>689,043</u>	<u>225,514</u>	<u>914,557</u>
Expenditure							
<i>Costs of raising funds:</i>							
Fundraising costs	6	45,736	1,008	46,744	48,660	374	49,034
<i>Expenditure on charitable activities:</i>							
Cost of training and development	7a	561,172	180,652	741,824	657,787	113,296	771,083
Sale of support resources	7b	106,856	7,928	114,784	123,504	5,594	129,098
Total expenditure		<u>713,764</u>	<u>189,588</u>	<u>903,352</u>	<u>829,951</u>	<u>119,264</u>	<u>949,215</u>
Net income/(expenditure) and net movement in funds for the period		39,350	(25,265)	14,085	(140,908)	106,250	(34,658)
Reconciliation of funds							
Total Funds brought forward		451,811	205,238	657,049	592,719	98,988	691,707
Total Funds carried forward		<u>491,161</u>	<u>179,973</u>	<u>671,134</u>	<u>451,811</u>	<u>205,238</u>	<u>657,049</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 31st August 2021

	Note	2021	2020
		£	£
Fixed assets			
Tangible assets	12	10,344	13,369
		<u>10,344</u>	<u>13,369</u>
Current assets			
Stocks		53,505	50,856
Debtors	13	77,008	68,015
Short term investments		377,721	375,205
Cash at bank and in hand		456,356	383,972
		<u>964,590</u>	<u>878,048</u>
Creditors: amounts falling due within one year	14	(303,800)	(234,368)
Net current assets		<u>660,790</u>	<u>643,680</u>
Net assets		<u><u>671,134</u></u>	<u><u>657,049</u></u>
The funds of the charity:			
Unrestricted income funds		491,161	451,811
Restricted income funds	16	179,973	205,238
Total charity funds		<u><u>671,134</u></u>	<u><u>657,049</u></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 9th December 2021 and signed on their behalf by:

.....
Rosalind Portman

Registered Company No: 03323287

Family Links (Educational Programmes)

Statement of Cash Flows for the year ended 31st August 2021

	Total 2021 £	Total 2020 £
Cash flows from operating activities		
Net movement in funds	14,085	(34,658)
Adjustments for:		
Depreciation	8,698	13,386
Interest receivable	(2,470)	(3,858)
Working Capital Changes:		
Movement in current assets:		
(Increase)/Decrease in stock	(2,648)	3,628
(Increase)/Decrease in debtors	(8,993)	4,921
Movement in current liabilities:		
(Increase)/Decrease in creditors	69,432	(12,301)
Net cash inflow/(outflow) from operating activities	78,104	(28,882)
Cash flows from investing activities		
Interest received	2,469	3,858
Purchase of tangible fixed assets	(5,673)	(7,505)
Value of fixed asset disposals	-	-
Cash used in investing activities	(3,204)	(3,647)
Increase/(Decrease) in cash and cash equivalents in the year	74,900	(32,529)
Cash and cash equivalents at the beginning of the year	759,177	791,706
Total cash and cash equivalents at the end of the year	834,077	759,177

Family Links (Educational Programmes)

Notes to the accounts for the year ended 31st August 2021

I 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) Revenue recognition

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. Government grants in respect of the Coronavirus Job Retention Scheme are recognized in the SOFA in the period in which the charity is entitled to such grants as a result of having furloughed staff members.

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 31st August 2021 (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 31st August 2021 (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 31st August 2021 (continued)

2 Income from donations and grants	Unrestricted	Restricted	Total 2021	Total 2020
	£	£	£	£
Donations				
Complete IT staff	-	-	-	2,677
Deborah Wallis 60things@60	1,509	-	1,509	68
Mr and Mrs Emmett	3,000	-	3,000	2,100
Inchcape Foundation	1,250	-	1,250	1,250
John Swire 1989 Charitable Trust	1,000	-	1,000	1,000
Mrs Rosalind Portman	-	-	-	4,000
Others including Gift Aid	498	-	498	2,758
	<u>7,257</u>	<u>-</u>	<u>7,257</u>	<u>13,853</u>
Grants				
The A. D. Charitable Trust	-	-	-	20,000
The Burdett Trust for Nursing	-	-	-	8,000
CHK Foundation	-	-	-	50,000
Core Filing	5,000	-	5,000	5,000
The Cumber Family Charitable Trust	1,000	-	1,000	-
Doris Field Charitable Trust	500	-	500	1,000
The Dulverton Trust	50,000	-	50,000	-
The Headley Trust	20,000	-	20,000	-
HMRC – CJRS Grants	19,275	-	19,275	-
The John Armitage Charitable Trust	30,000	-	30,000	-
John Swire 1989 Charitable Trust	-	-	-	10,000
Private Grant	-	25,876	25,876	-
The Peter Cundill Foundation	-	-	-	15,686
Porticus UK	-	103,447	103,447	87,688
The Pye Charitable Settlement	-	-	-	3,510
The Rank Foundation	25,000	25,000	50,000	31,566
The Schroder Foundation	30,000	-	30,000	-
Society of the Holy Child, Jesus	-	-	-	24,750
The Tedworth Charitable Trust	-	10,000	10,000	10,000
Treebeard Trust	-	-	-	20,000
Wates Foundation	-	-	-	10,000
	<u>180,775</u>	<u>164,323</u>	<u>345,098</u>	<u>297,200</u>
Total Legacies, Donations and Grants:	<u>188,032</u>	<u>164,323</u>	<u>352,355</u>	<u>311,053</u>

Included within donations, gifts and legacies for the Charity is £19,275 (2020: £nil) of Government grants relating to the Coronavirus Job Retention Scheme.

Family Links (Educational Programmes)

Notes to the accounts for the year ended 31st August 2021 (continued)

3 Income from charitable activities

a) Training and development

	Unrestricted	Restricted	Total 2021 £	Total 2020 £
Training, development and courses	305,090	-	305,090	311,337
<i>The Parenting Puzzle</i> sold with trainings	8,640	-	8,640	5,069
Games and manuals sold with trainings	43,516	-	43,516	46,785
Reimbursed expenses from trainings	46,417	-	46,417	53,017
	<u>403,663</u>	<u>-</u>	<u>403,663</u>	<u>416,208</u>

b) Sale of support resources:

<i>The Parenting Puzzle</i>	77,945	-	77,945	97,967
Games, manuals and other resources	81,004	-	81,004	84,871
	<u>158,949</u>	<u>-</u>	<u>158,949</u>	<u>182,838</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>-</u>	<u>600</u>
Gain on disposal of fixed assets	-	600
	<u>-</u>	<u>600</u>

5 Investment income

All of the charity's investment income of £2,470 (2020 – £3,858) arises from money held in interest bearing deposit accounts.

6 Analysis of fundraising costs

		Unrestricted	Restricted	Total 2021 £	Total 2020 £
	Note	£	£	£	£
Wages and salaries		27,611	-	27,611	29,303
Pensions		1,887	-	1,887	1,855
Consultancy		-	-	-	160
Conference attendance costs		-	-	-	244
Printing		-	-	-	576
Books and subscriptions		415	-	415	455
Travel and subsistence		-	-	-	265
Governance costs	8	422	-	422	418
Support costs	9	15,401	1,008	16,409	15,758
		<u>45,736</u>	<u>1,008</u>	<u>46,744</u>	<u>49,034</u>

Family Links (Educational Programmes)

Notes to the accounts for the year ended 31st August 2021 (continued)

7 Analysis of expenditure on charitable activities

a) Training and development		Unrestricted	Restricted	Total 2021	Total 2020
	Note	£	£	£	£
Wages and salaries		220,327	99,405	319,732	332,651
Pensions		19,483	-	19,483	19,227
Consultancy and freelance trainers		72,835	26,456	99,291	112,119
Travel, accommodation and subsistence		15,403	7,428	22,831	30,705
Training materials		5,972	231	6,203	8,722
Games, manuals and resources		2,587	13,031	15,618	13,822
Carriage of resources		2,518	1,209	3,727	2,583
Venue hire and refreshments		19,797	8,782	28,579	23,498
Evaluation and development costs		1,474	10,961	12,435	3,376
Promotion costs		14,843	786	15,629	28,235
Website maintenance		256	695	951	6,718
Professional indemnity insurance		1,609	-	1,609	1,798
Governance costs	8	4,887	-	4,887	4,837
Support costs	9	179,181	11,668	190,849	182,792
		<u>561,172</u>	<u>180,652</u>	<u>741,824</u>	<u>771,083</u>

b) Support resources		Unrestricted	Restricted	Total 2021	Total 2020
	Note	£	£	£	£
Wages and salaries		44,848	-	44,848	48,414
Pensions		2,102	-	2,102	2,958
Games, manuals and resources		25,022	6,199	31,221	40,969
Carriage of resources		7,758	-	7,758	9,025
Governance costs	8	724	-	724	717
Support costs	9	26,402	1,729	28,131	27,015
		<u>106,856</u>	<u>7,928</u>	<u>114,784</u>	<u>129,098</u>

8 Allocation of Governance costs

a) Unrestricted	Training & development £	Sale of support resources £	Fund- raising £	Total 2021 £	Total 2020 £
Audit and accountancy	3,618	535	313	4,466	4,217
Other professional fees	10	2	1	13	241
Bank and transaction charges	1,259	187	108	1,554	1,138
Trustee meeting and travel costs	-	-	-	-	376
	<u>4,887</u>	<u>724</u>	<u>422</u>	<u>6,033</u>	<u>5,972</u>

Family Links (Educational Programmes)

Notes to the accounts for the year ended 31st August 2021 (continued)

9 Allocation of support costs

a) Unrestricted	Training & development £	Sale of support resources £	Fund- raising £	Total 2021 £	Total 2020 £
Postage, stationery and photocopying	4,689	694	405	5,788	7,459
Telephone and internet	4,155	616	359	5,130	5,685
Insurance	1,824	270	157	2,251	2,431
Rent and rates	45,578	6,752	3,939	56,269	58,368
Repairs and maintenance	8,070	1,196	697	9,963	7,123
Utilities	3,849	570	333	4,752	4,997
Wages and salaries	76,826	11,382	6,639	94,847	91,203
Recruitment costs	965	-	-	965	445
Pensions and death in service	7,835	1,161	677	9,673	8,774
Staff development	1,775	263	153	2,191	2,454
Depreciation	7,045	1,044	609	8,698	13,386
Computer and ISP costs	16,196	2,399	1,400	19,995	17,578
Bad debts	192	28	17	237	87
Subscriptions	182	27	16	225	228
	<u>179,181</u>	<u>26,402</u>	<u>15,401</u>	<u>220,984</u>	<u>220,218</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 2021 £	Total 2020 £
Wages and salaries	11,668	1,729	1,008	14,405	4,531
Other staff costs	-	-	-	-	816
	<u>11,668</u>	<u>1,729</u>	<u>1,008</u>	<u>14,405</u>	<u>5,347</u>

	2021 £	2020 £
Auditors remuneration - audit services	<u>4,466</u>	<u>4,217</u>

10 Trustees' remuneration and expenses reimbursed

No remuneration was paid to the Trustees during the period (2020: Nil). No Trustee claimed reimbursement for travel expenses during the period (2020 - none).

Family Links (Educational Programmes)

Notes to the accounts for the year ended 31st August 2021 (continued)

11 Staff costs

The average number of employees during the period was 14 (full time equivalents: 11.7) (2020: 15, FTE: 12.8).

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 1st 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 £2,843 (2019-20: £2,840). 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.

	Total 2021	Total 2020
	£	£
Staff costs were		
Wages and salaries	459,164	462,016
Social security costs	42,280	42,366
Other pension costs	33,145	32,815
Redundancy costs	-	1,721
	<u>534,589</u>	<u>538,918</u>

The total remuneration paid to Key Management in the year to 31st August 2021 was £155,922 (2020 - £153,584). No members of staff received annual emoluments over £60,000. (2020 - 0).

12 Fixed assets

	Leasehold Improvements	Fixtures, Fittings and equipment	Total
	£	£	£
Cost:			
At 1 st September 2020	31,612	116,310	147,922
Additions	-	5,673	5,673
Disposals	-	(1,863)	(1,863)
At 31 st August 2021	<u>31,612</u>	<u>120,120</u>	<u>151,732</u>
Depreciation:			
At 1 st September 2020	29,509	105,044	134,553
Charged in period	765	7,933	8,698
Eliminated on disposal	-	(1,863)	(1,863)
At 31 st August 2021	<u>30,274</u>	<u>111,114</u>	<u>141,388</u>
Net book value:			
At 31 st August 2021	<u>1,338</u>	<u>9,006</u>	<u>10,344</u>
At 31 st August 2020	<u>2,103</u>	<u>11,266</u>	<u>13,369</u>

Family Links (Educational Programmes)

Notes to the accounts for the year ended 31st August 2021 (continued)

13 Debtors	2021 £	2020 £
Trade debtors	35,827	35,029
VAT reclaimable	135	479
Prepayments	40,732	32,322
Accrued income and other debtors	314	185
	<u>77,008</u>	<u>68,015</u>

14 Creditors		
Trade creditors	13,847	9,770
PAYE/NI	14,479	14,567
VAT payable	-	-
Other creditors and accruals	4,904	5,394
Deferred income	270,570	204,637
	<u>303,800</u>	<u>234,368</u>

Deferred income relates to payment in advance of services to be provided mostly in the 2021-22 period.

Balance as at 1 st September 2020	204,637	212,622
Amount deferred in period	201,480	125,970
Released to SOFA in period	(135,547)	(133,955)
Balance as at 31 st August 2021	<u>270,570</u>	<u>204,637</u>

15 Financial commitments

At 31st August 2021 the charity had total commitments under non-cancellable leases as follows:

	Land and buildings	
	2021 £	2020 £
Expiry date		
Not later than one year	36,800	36,800
Later than one and not later than five years	27,600	64,400
Later than five years	-	-
Total commitments	<u>64,400</u>	<u>101,200</u>

Family Links (Educational Programmes)

Notes to the accounts for the year ended 31st August 2021 (continued)

16 Restricted funds

Purpose of Fund	Balance at 1 st September 2020 £	Incoming resources £	Resources expended £	Balance at 31 st August 2021 £
Head of Programmes Costs Support	-	25,000	25,000	-
Teens Programme expansion	7,329	-	7,329	-
Three Oxford Schools Project	10,047	25,876	14,310	21,613
Whole School Approach Project	4,065	-	4,065	-
Oxford Schools Project – additional school	19,640	-	8,322	11,318
Infant Sleep Research	4,305	-	344	3,961
Support for Blackbird Leys schools	2,327	-	2,327	-
Parenting Bursary Fund	50,000	-	21,501	28,499
South Abingdon Schools project	75,830	53,447	43,125	86,152
Playful Families training development	6,250	10,000	4,240	12,010
Bursaries to train PGLs in schools and EY settings	24,750	-	8,330	16,420
Additional internet connectivity	695	-	695	-
Development of online programmes	-	50,000	50,000	-
	<u>205,238</u>	<u>164,323</u>	<u>189,588</u>	<u>179,973</u>

Comparative period information

Purpose of Fund	Balance at 1 st September 2019 £	Incoming resources £	Resources expended £	Balance at 31 st 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	6,254	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	75,831
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>

Family Links (Educational Programmes)

Notes to the accounts for the year ended 31st August 2021 (continued)

17 Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	10,344	-	10,344
Stock	53,505	-	53,505
Debtors	77,008	-	77,008
Cash at bank and in hand	654,104	179,973	834,077
Current liabilities	(303,800)	-	(303,800)
	<hr/>	<hr/>	<hr/>
Net assets at 31 st August 2021	491,161	179,973	671,134
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Comparative period information

	Unrestricted Funds £	Restricted 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	553,939	205,238	759,177
Current liabilities	(234,368)	-	(234,368)
	<hr/>	<hr/>	<hr/>
Net assets at 31 st August 2020	451,811	205,238	657,049
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