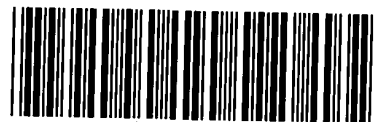


**Families Forward**  
**Company Limited by Guarantee**  
**Unaudited Financial Statements**  
**31 March 2017**

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# **Families Forward**

## **Company Limited by Guarantee**

### **Financial Statements**

**Year Ended 31 March 2017**

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## **Families Forward**

### **Company Limited by Guarantee**

### **Trustees' Annual Report (Incorporating the Director's Report)**

#### **Year Ended 31 March 2017**

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 March 2017.

#### **Reference and Administrative Details**

**Company registration number** 5323430

**Principal office and registered office** Oaktree House  
Oakwood Lane  
Leeds  
West Yorkshire  
LS8 3LG

#### **The Trustees**

R Sorton (Director)	
L Phillips	
S Burchell	
N Swales	
R Roberts (Chair)	(Appointed director 5 October 2017)
B Butt	
A Murphy	
M Wood (Director)	(Appointed 9 June 2016)
D Rowbotham (Director)	(Resigned 5 May 2016)
S G Richardson (Director)	(Resigned 5 May 2016)

**Company Secretary** R Sorton

**Accountants** Nigel Wyatt BSc FCA  
Chartered accountant  
125 Main Street  
Garforth  
Leeds  
LS25 1AF

## **Families Forward**

### **Company Limited by Guarantee**

### **Trustees' Annual Report (Incorporating the Director's Report) *(continued)***

### **Year Ended 31 March 2017**

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

#### **Organisational structure**

Families Forward is a Limited Company and was constituted on 5 January 2005. The organisation is managed by the Trustee Board with currently seven members, three of whom are Directors of the company. The Trustees include a family law solicitor, a local authority children's legal services solicitor, a teacher, a charity and voluntary organisation consultant, a police officer, a social worker, and a school ICT officer.

The Trustee Board is responsible for the governance and overall strategic direction of the organisation and the Manager is responsible for the day to day operation of the organisation and reports directly to the Trustee Board every two months. Standing agenda items for Board meetings are the organisation's financial standing, with quarterly financial reports, staff issues and operational information.

An Annual General Meeting elects Trustee Board members to the position of Chair, Vice Chair and Treasurer and approves the Final Annual Financial Accounts and signs off the predicted budget and cash flow forecast for the following year.

#### **Recruitment appointment and training of trustees**

As part of our work involves the training of social workers we are able to offer in-house training around operational issues and we make Board members aware of the course and seminars run by the local Leeds Voluntary Action who have a programme of training courses for voluntary sector trustees and management board members. We have induction programmes held several times a year for groups of social work students and Board members are able to attend all or some of those sessions. Aspects covered are:

1. the ethics of the organisation;
2. working with diversity;
3. delivering services to vulnerable service users;
4. familiarity with the organisation's policy and procedures;
5. safeguarding children;

#### **Risk management**

It has been our practice in past years for the Manager to report annually on any issues where risk has been either identified or occurred. Following the contraction of funding streams at the end of the 12-13 financial year, the organisation has continued to operate in a reduced capacity, ensuring that it works within its means whilst offering a professional service to clients and funders.

## **Families Forward**

### **Company Limited by Guarantee**

#### **Trustees' Annual Report (Incorporating the Director's Report) *(continued)***

#### **Year Ended 31 March 2017**

#### **Objectives and Activities**

##### **Objectives**

The Objectives of the Families Forward are as follows:

To relieve the hardship and distress caused to children by the breakdown of family relationships and to preserve and protect the good physical and mental health of such children who are primarily living in West Yorkshire by:

- a. The provision of a range of interventions and assessments on behalf of families in court proceedings or in the community and other professional agendas;
- b. The provision and maintenance of supervised contact facilities where children can meet one or both parents and/or other estranged family members in a comfortable and safe environment;
- c. The provision of education, training and other support for professional workers and others involved in family intervention and assessment;

The main objective of Families Forward is to work with families that have broken down and where the parents have separated or divorced but where there is a major conflict around the parent not living at home having contact with their children. These situations are characterised by the bitterness and animosity between parents which results in them losing sight of the sometimes devastating impact that has on the children. There is a great deal of research on how such situations adversely impact on children's ability to develop into confident and achieving adults.

##### **Activities**

As there are often allegations of risk to children, physically, emotionally or both and there may have been a period where a parent has lost touch with their child, supervised contact is needed to better assess the risk. A major part of the work is with the warring parents and in helping them overcome their feelings about each other and to consider the needs of their child. As the parents are locked into conflict we have to be skilled and imaginative in dealing with their fears and anxieties. We do this by removing the risk to anyone by carefully supervising contact between children and parents. We overcome barriers to progressing contact by working with parents to deal with the feelings of hurt and anger and focus on the children who simply want their parents to not fight.

## **Families Forward**

### **Company Limited by Guarantee**

### **Trustees' Annual Report (Incorporating the Director's Report) *(continued)***

#### **Year Ended 31 March 2017**

#### **Objectives and Activities *(continued)***

##### **Public benefit**

Our work providing a safe environment for supervised contact between parents and children benefits the individual families and especially the children involved. In the long term it is anticipated that this should also have a positive influence on the children's ability to develop into confident and achieving adult members of society. In the short term the opportunity for positive communication between all parties should also reduce the need for further court time and costs to be incurred. As this work is challenging and involves direct work with parents and children and constant assessment of risk, this is ideal for social work students who need to satisfy work based learning requirements before qualifying as a social worker. In offering placements we receive fees and we can work with more families at no cost. We also help turn out skilled newly qualified social workers to the wider benefit.

## **Families Forward**

### **Company Limited by Guarantee**

#### **Trustees' Annual Report (Incorporating the Director's Report) *(continued)***

#### **Year Ended 31 March 2017**

##### **Achievements and Performance**

We continue to be the largest provider of supervised Private Law contact in the West Yorkshire region. Demand for our services continues to be high and outstrips our ability to meet it. During this financial year, Families Forward have continued to meet it's target of initial meetings being offered to parties within two weeks of the referral being received. Despite the increase in fees and referral fee at the start of the 16-17 financial year, Families Forward have not noticed any reduction in referral rate, from which we conclude that we continue to provide a valuable and necessary service to families.

A major part of our work involves offering work based training placements to social work students. Over the year we offered placements to students from Leeds Beckett University and the University of York, and also, for the first time, hosted students from the University of Hull. Our role is to assess students' competency and fitness for social work practice.

In terms of how we know what we do is valued, much of our work is evaluated. The SPIP programme, which the organisation now offers solely in Wakefield, is evaluated at the end of every group and positive feedback is very high with over 90% of participants telling us that the programme has been beneficial and this is backed up by a national independent evaluation commissioned by the Department of Education that has similar results. All evaluation figures are also monitored by CAFCASS, who fund the programme, who actively seek clarification where statistics show a drop in client satisfaction. During the 16-17 financial year, Families Forward has not had cause to answer to any drop in satisfaction.

The social work students complete confidential evaluations at the end of placements and we have again had consistently high scores in satisfaction. Our reports on their suitability for practice are monitored by the University and have consistently been of a high standard.

In terms of the supervised contact it has been difficult to obtain consistent information as the parents are in conflictual relationships and involved with the Court. Though we are successful in moving the majority of families to a position where they make their own arrangements and do not need to use the Centres, or the Courts, we also provide evidence where it is clear that parents are not able to meet their children's needs and where Courts decided to curtail contact.

However we have significant anecdotal evidence that parents value our service, particularly as it may be the only way a parent maintains a relationship with their child. At events held for the Judiciary and Solicitors in the region we received a great deal of praise for our work and recognition of how we have worked with parents to remove barriers to contact and how this is with some of the most complex and challenging parents. Similarly CAFCASS management have stated that they consider us to be a vital resource and acknowledge the high quality of the service.

The availability of Supervised Contact Centres is very limited due to the lack of any centralised or local funding. Unlike other centres we have strenuously worked to keep the cost of contact to parents as low as possible. Other centres run on a strictly commercial basis with corresponding high fees. The result is there being only 60 to 70 such centres serving the whole country and with whole regions not having that service. We continue to be a prized service and both parents and Judges have acknowledged that without our presence and skills in working in this difficult area the outcomes for children would not be as positive. Our added value is that we offer high quality assessments of contact, and our records and evaluations on the quality of relationships is frequently used by the

## **Families Forward**

### **Company Limited by Guarantee**

### **Trustees' Annual Report (Incorporating the Director's Report) *(continued)***

#### **Year Ended 31 March 2017**

Courts in determining outcomes in the Family Court. Senior staff in Families Forward have held formal meetings with the Judiciary and staff in the Wakefield Court, at which positive feedback was given on both the quality of contact and the Separated Parents Information Programme, and the flow of information between Families Forward and the Court.

In many cases statutory agencies such as CAFCASS and Social Care end their involvement as they only focus on acute cases and without our continuing involvement many children would lose contact with the parent who does not live with them or be damaged by intermittent contact as the parents continue their conflictual relationship. This is where we add significant value. The social work placements are also an added value factor. The students, in effect, allow us to offer the service to a larger number of families. There is also added value in that we train students to a high standard of skill.

#### **Financial Review**

Our principle funding sources are:

1. Our contract with CAFCASS to provide contact sessions;
2. Fees from parents for providing contact;
3. Fees for delivering the SPIP programme;
4. Fees for undertaking student placements;

These are ranked in terms of their value.

We do not have any restricted funds other than income we receive to deliver specific contracted services.

Our reserve policy is to have three months operating costs in reserve to cover any unexpected eventualities or loss of funding so that we can meet legal requirements. However, this is becoming increasingly difficult to maintain, and is something the Board wishes to address with some urgency.

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

Families Forward continues to meet the challenge of difficult financial circumstances. Attendance at the Separated Parents Information Programme has increased since Families Forward staff met with the judiciary in Wakefield. However, the numbers attending does not reflect the referral rate to the programme. As funding is based on attendance numbers, this leads to considerable difficulty in financial planning. We are undertaking measures designed to increase attendance rates, but currently the unpredictable nature of the revenue from this activity ties our hands with regard to taking on additional staff.

The CAFCASS grant for commissioned services will come to an end in November 2017, with a new contract coming into effect from 1 December 2017. The new funding stream will be put out to tender in the early months of 2016-17. It is intended that Families Forward will again tender for this work in conjunction with the Yorkshire Children's Centre. It has been agreed that Families Forward will not limit itself in tendering for the areas in which we currently work, but will tender for the Commissioned Contact and the Separated Parents Information Programme at all of our centres.



## **Families Forward**

### **Company Limited by Guarantee**

#### **Trustees' Annual Report (Incorporating the Director's Report) *(continued)***

##### **Year Ended 31 March 2017**

Our plan for the next financial year is uncertain, dependent on the outcome of the tender process. We will continue to ensure that our expenditure falls within a conservative budget rather than have a full staff team and we will not be speculative in taking on staff members in anticipation of work being brought in. We will work closely with our partners at the Yorkshire Children's Centre to promote the Separated Parents Information Programme with the Courts and solicitors, and continue to offer a professional and effective service to contact parties. New initiatives will be explored, and Families Forward staff will concentrate on funding new lines of work and new funders, in addition to our contracted work with CAFCASS. Should the tender process be unsuccessful, and no additional funding streams are secured, it is the Board's intention to look rigorously at the staffing situation, in case they need to regretfully reduce the staff complement. This will be done in line with Families Forward's Redundancy Policy, and will involve staff at all stages of the process.

##### **Small Company Provisions**

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

The trustees' annual report was approved on 9 November 2017 and signed on behalf of the board of trustees by:



R Sorton  
Company Secretary

## **Families Forward**

### **Company Limited by Guarantee**

### **Independent Examiner's Report to the Trustees of Families Forward**

#### **Year Ended 31 March 2017**

I report on the financial statements for the year ended 31 March 2017, which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows and the related notes.

#### **Respective Responsibilities of Trustees and Examiner**

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the financial statements. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The company's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England and Wales (ICAEW).

Having satisfied myself that Families Forward is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

#### **Basis of Independent Examiner's Report**

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the company and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the next statement.

## **Families Forward**

### **Company Limited by Guarantee**

### **Independent Examiner's Report to the Trustees of Families Forward** *(continued)*

**Year Ended 31 March 2017**

#### **Independent Examiner's Statement**

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with section 386 of the Companies Act 2006, and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met, or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Nigel Wyatt BSC FCA  
Chartered accountant

125 Main Street  
Garforth  
Leeds  
LS25 1AF

9 November 2017

## Families Forward

### Company Limited by Guarantee

#### Statement of Financial Activities (including income and expenditure account)

31 March 2017

		2017		2016
		Unrestricted	Total funds	Total funds
	Note	funds		
		£	£	£
<b>Income and endowments</b>				
Donations and legacies	5	157,815	157,815	138,631
Investment income	6	—	—	8
<b>Total income</b>		<u>157,815</u>	<u>157,815</u>	<u>138,639</u>
<b>Expenditure</b>				
Expenditure on charitable activities	7,8	164,238	164,238	157,650
<b>Total expenditure</b>		<u>164,238</u>	<u>164,238</u>	<u>157,650</u>
<b>Net expenditure and net movement in funds</b>		<u>(6,423)</u>	<u>(6,423)</u>	<u>(19,011)</u>
<b>Reconciliation of funds</b>				
Total funds brought forward		12,198	12,198	31,209
<b>Total funds carried forward</b>		<u>5,775</u>	<u>5,775</u>	<u>12,198</u>

The statement of financial activities includes all gains and losses recognised in the year.  
All income and expenditure derive from continuing activities.

The notes on pages 13 to 21 form part of these financial statements.

## Families Forward

### Company Limited by Guarantee

### Statement of Financial Position

31 March 2017

		2017	2016
		£	£
<b>Fixed Assets</b>			
Tangible fixed assets	14	186	248
<b>Current Assets</b>			
Debtors	15	16,784	15,602
Cash at bank and in hand		66	1
		<u>16,850</u>	<u>15,603</u>
<b>Creditors: amounts falling due within one year</b>	17	<u>11,261</u>	<u>3,653</u>
<b>Net Current Assets</b>		<u>5,589</u>	<u>11,950</u>
<b>Total Assets Less Current Liabilities</b>		<u>5,775</u>	<u>12,198</u>
<b>Net Assets</b>		<u>5,775</u>	<u>12,198</u>
<b>Funds of the Charity</b>			
Unrestricted funds		<u>5,775</u>	<u>12,198</u>
<b>Total charity funds</b>	19	<u>5,775</u>	<u>12,198</u>

For the year ending 31 March 2017 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Trustees' responsibilities:

- The members have not required the charity to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

These financial statements were approved by the board of trustees and authorised for issue on 9 November 2017, and are signed on behalf of the board by:



R Roberts  
Director

The notes on pages 13 to 21 form part of these financial statements.

## **Families Forward**

### **Company Limited by Guarantee**

#### **Statement of Cash Flows**

##### **Year Ended 31 March 2017**

	<b>Note</b>	<b>2017 £</b>	<b>2016 £</b>
<b>Cash Flows from Operating Activities</b>			
Net expenditure		<b>(6,423)</b>	<b>(19,011)</b>
<i>Adjustments for:</i>			
Depreciation of tangible fixed assets		<b>62</b>	<b>83</b>
Other interest receivable and similar income		<b>—</b>	<b>(8)</b>
Interest payable and similar charges		<b>500</b>	<b>—</b>
Accrued expenses/(income)		<b>5,617</b>	<b>(9,477)</b>
<i>Changes in:</i>			
Trade and other debtors		<b>(1,182)</b>	<b>33,512</b>
Trade and other creditors		<b>1,093</b>	<b>(892)</b>
Cash generated from operations		<b>(333)</b>	<b>4,207</b>
Interest and similar charges paid		<b>(500)</b>	<b>—</b>
Interest received		<b>—</b>	<b>8</b>
Net cash (used in)/from operating activities		<b>(833)</b>	<b>4,215</b>
<b>Net (Decrease)/Increase in Cash and Cash Equivalents</b>		<b>(833)</b>	<b>4,215</b>
<b>Cash and Cash Equivalents at Beginning of Year</b>		<b>(403)</b>	<b>(4,618)</b>
<b>Cash and Cash Equivalents at End of Year</b>	<b>16</b>	<b>(1,236)</b>	<b>(403)</b>

**The notes on pages 13 to 21 form part of these financial statements.**

# **Families Forward**

## **Company Limited by Guarantee**

### **Notes to the Financial Statements**

#### **Year Ended 31 March 2017**

##### **1. General Information**

Families Forward is a private company limited by guarantee, registered in England and Wales. The address of the registered office is Oaktree House, Oakwood Lane, Leeds, West Yorkshire, LS8 3LG.

##### **2. Statement of Compliance**

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Charities Act 2011.

##### **3. Accounting Policies**

###### **Basis of Preparation**

Families Forward meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless stated otherwise in the relevant accounting policy note. The financial statements are prepared in sterling, which is the functional currency of the entity.

###### **Going Concern**

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

###### **Transition to FRS 102**

The entity transitioned from previous UK GAAP to FRS 102 as at 1 April 2015. Details of how FRS 102 has affected the reported financial position and financial performance is given in note 22.

###### **Judgements and Key Sources of Estimation Uncertainty**

The preparation of the financial statements requires the trustees to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

## **Families Forward**

### **Company Limited by Guarantee**

#### **Notes to the Financial Statements** *(continued)*

#### **Year Ended 31 March 2017**

### **3. Accounting Policies** *(continued)*

#### **Fund Accounting**

Unrestricted funds are available for use at the discretion of the trustees to further any of the company's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

#### **Incoming Resources**

All incoming resources are included in the statement of financial activities when entitlement has passed to the company; it is probable that the economic benefits associated with the transaction will flow to the company and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.



# **Families Forward**

## **Company Limited by Guarantee**

### **Notes to the Financial Statements** *(continued)*

#### **Year Ended 31 March 2017**

#### **3. Accounting Policies** *(continued)*

##### **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 classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on activities includes all costs incurred in undertaking activities that further its aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the company apportioned to their activities.
- other expenditure includes all expenditure that is neither related to raising funds for the organisation nor part of its expenditure on its activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

##### **Tangible Assets**

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

##### **Depreciation**

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Office equipment	- 25% reducing balance
------------------	------------------------

## **Families Forward**

### **Company Limited by Guarantee**

#### **Notes to the Financial Statements** *(continued)*

#### **Year Ended 31 March 2017**

### **3. Accounting Policies** *(continued)*

#### **Impairment of Fixed Assets**

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the company are assigned to those units.

#### **Financial Instruments**

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument. Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted. Debt instruments are subsequently measured at amortised cost.

Other financial instruments are initially recognised at fair value, unless payment for an asset is deferred beyond normal business terms or financed at a rate of interest that is not a market rate, in which case the asset is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Other financial instruments are subsequently measured at fair value, with any changes recognised in the statement of financial activities.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised under the appropriate heading in the statement of financial activities in which the initial gain was recognised.

For all equity instruments regardless of significance, and other financial assets that are individually significant, these are assessed individually for impairment. Other financial assets are either assessed individually or grouped on the basis of similar credit risk characteristics. Any reversals of impairment are recognised immediately, to the extent that the reversal does not result in a carrying amount of the financial asset that exceeds what the carrying amount would have been had the impairment not previously been recognised.

# Families Forward

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year Ended 31 March 2017

#### 3. Accounting Policies *(continued)*

##### Defined Contribution Plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

#### 4. Limited by Guarantee

Families Forward is a company limited by guarantee. The liability of its members is limited. Every member promises that if the company is dissolved while he or she remains a member or within 12 months afterwards, to contribute up to £1 towards the cost of dissolution and the liabilities incurred by the company while the contributor was a member.

#### 5. Donations and Legacies

	Unrestricted Funds £	Total Funds 2017 £	Unrestricted Funds £	Total Funds 2016 £
<b>Donations</b>				
Donations	120	120	2	2
<b>Grants</b>				
Grants receivable	54,866	54,866	40,725	40,725
<b>Other Donations and Legacies</b>				
Supervised contact fees	58,359	58,359	54,814	54,814
Student placements	5,660	5,660	11,140	11,140
Miscellaneous income	38,810	38,810	31,950	31,950
	<u>157,815</u>	<u>157,815</u>	<u>138,631</u>	<u>138,631</u>

#### 6. Investment Income

	Unrestricted Funds £	Total Funds 2017 £	Unrestricted Funds £	Total Funds 2016 £
Bank interest receivable	—	—	8	8

# Families Forward

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year Ended 31 March 2017

#### 7. Expenditure on Activities by Fund Type

	Unrestricted Funds £	Total Funds 2017 £	Unrestricted Funds £	Total Funds 2016 £
Child and family support services	156,727	156,727	153,032	153,032
Support costs	7,511	7,511	4,618	4,618
	<u>164,238</u>	<u>164,238</u>	<u>157,650</u>	<u>157,650</u>

#### 8. Expenditure on Activities by Activity Type

	Activities undertaken directly £	Support costs £	Total funds 2017 £	Total fund 2016 £
Child and family support services	156,727	–	156,727	153,032
Governance costs	–	7,511	7,511	4,618
	<u>156,727</u>	<u>7,511</u>	<u>164,238</u>	<u>157,650</u>

#### 9. Analysis of Support Costs

	Support costs - Activity 1 - desc in a/cs £	Total 2017 £	Total 2016 £
Finance costs	3,816	3,816	3,816
Governance costs	3,195	3,195	802
Support costs - Other finance costs	500	500	–
	<u>7,511</u>	<u>7,511</u>	<u>4,618</u>

#### 10. Net Expenditure

Net expenditure is stated after charging/(crediting):

	2017 £	2016 £
Depreciation of tangible fixed assets	<u>62</u>	<u>83</u>

## **Families Forward**

### **Company Limited by Guarantee**

#### **Notes to the Financial Statements** *(continued)*

#### **Year Ended 31 March 2017**

##### **11. Independent Examination Fees**

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Fees payable to the independent examiner for:		
Independent examination of the financial statements	<b>900</b>	900
Other financial services	<b>2,916</b>	2,916
	<b><u>3,816</u></b>	<b><u>3,816</u></b>

##### **12. Staff Costs**

The total staff costs and employee benefits for the reporting period are analysed as follows:

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>100,076</b>	105,496
Social security costs	<b>3,031</b>	4,672
Employer contributions to pension plans	<b>3,669</b>	3,094
	<b><u>106,776</u></b>	<b><u>113,262</u></b>

The average head count of employees during the year was 6 (2016: Nil). The average number of full-time equivalent employees during the year is analysed as follows:

	<b>2017</b>	<b>2016</b>
	<b>No.</b>	<b>No.</b>
Number of administrative staff	<b>1</b>	1
Number of management staff	<b>1</b>	1
Number of service delivery staff	<b>4</b>	4
	<b><u>6</u></b>	<b><u>6</u></b>

No employee received employee benefits of more than £60,000 during the year (2016: Nil).

##### **13. Trustee Remuneration and Expenses**

No remuneration or other benefits from employment with the charity or any related entity were received by the trustees.

## **Families Forward**

### **Company Limited by Guarantee**

#### **Notes to the Financial Statements** *(continued)*

#### **Year Ended 31 March 2017**

##### **14. Tangible Fixed Assets**

	Equipment £	Total £
<b>Cost</b>		
At 1 Apr 2016 and 31 Mar 2017	<u>1,419</u>	<u>1,419</u>
<b>Depreciation</b>		
At 1 April 2016	1,171	1,171
Charge for the year	<u>62</u>	<u>62</u>
At 31 March 2017	<u>1,233</u>	<u>1,233</u>
<b>Carrying amount</b>		
At 31 March 2017	<u>186</u>	<u>186</u>
At 31 March 2016	<u>248</u>	<u>248</u>

##### **15. Debtors**

	2017 £	2016 £
Trade debtors	11,725	12,587
Other debtors	<u>5,059</u>	<u>3,015</u>
	<u>16,784</u>	<u>15,602</u>

##### **16. Cash and Cash Equivalents**

Cash and cash equivalents comprise the following:

	2017 £	2016 £
Cash at bank and in hand	66	1
Bank overdrafts	<u>(1,302)</u>	<u>(404)</u>
	<u>(1,236)</u>	<u>(403)</u>

##### **17. Creditors: amounts falling due within one year**

	2017 £	2016 £
Bank loans and overdrafts	1,302	404
Social security and other taxes	1,684	1,372
Other creditors	<u>8,275</u>	<u>1,877</u>
	<u>11,261</u>	<u>3,653</u>

## **Families Forward**

### **Company Limited by Guarantee**

#### **Notes to the Financial Statements** *(continued)*

#### **Year Ended 31 March 2017**

#### **18. Pensions and Other Post Retirement Benefits**

##### **Defined contribution plans**

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £3,669 (2016: £3,094).

#### **19. Analysis of Company Funds**

##### **Unrestricted funds**

	At 1 April 2016	Income	Expenditure	At 31 March 2017
	£	£	£	£
General funds	<u>12,198</u>	<u>157,815</u>	<u>(164,238)</u>	<u>5,775</u>

#### **20. Analysis of Net Assets Between Funds**

	Unrestricted Funds	Total Funds 2017
	£	£
Tangible fixed assets	186	186
Current assets	<u>5,589</u>	<u>5,589</u>
Net assets	<u>5,775</u>	<u>5,775</u>

#### **21. Operating Lease Commitments**

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2017	2016
	£	£
Later than 1 year and not later than 5 years	<u>8,860</u>	<u>8,860</u>

#### **22. Transition to FRS 102**

These are the first financial statements that comply with FRS 102. The company transitioned to FRS 102 on 1 April 2015.

No transitional adjustments were required in the retained funds or income or expenditure for the year.