

Company No: 3780726  
Charity No: 1077607

DAYBREAK FAMILY GROUP CONFERENCES  
(a company limited by guarantee)

ANNUAL REPORT FOR THE YEAR ENDED  
31<sup>ST</sup> MARCH 2019

## DAYBREAK FAMILY GROUP CONFERENCES

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## DAYBREAK FAMILY GROUP CONFERENCES

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2019

The Trustees, who are also Directors of the charity for the purposes of the Companies Act, submit their annual report and the financial statements for the year ended 31<sup>st</sup> March 2019.

#### **Reference and Administrative Information**

Charity name:	Daybreak Family Group Conferences
Charity registration number:	1077607
Company Registration number:	3780726
Registered office and operational address:	Wessex House Upper Market Street Eastleigh Hampshire SO50 9FD
Telephone:	02380 696644
Fax:	02380 696655
Trustees:	Max Bullough (Chair) Sohail Husain Vic Stenning Geoffrey Millard Patricia Scott
Chief Executive	Richard Chalmers
Company Secretary	Andrew Pease
Auditors:	Fiander Tovell Limited Stag Gates House 63/64 The Avenue Southampton Hampshire SO17 1XS
Bankers:	Lloyds Bank Eastleigh Branch PO Box 1000 Hampshire BX1 1LT

## DAYBREAK FAMILY GROUP CONFERENCES

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2019

#### **Our Value Statement**

A belief that families have the ability to make decisions about members of their own families.

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

The demonstration and promotion of mutual respect.

Promotion of the active participation of all involved in the process.

A commitment to openness and transparency.

A recognition and valuing of the roles and responsibilities of agencies.

The recognition and valuing of difference.

#### **Our Purposes and Aims**

At 31 March 2019, the charity's purpose as set out in the objects contained in the company's Memorandum and Articles of Association was to benefit the public by promoting the protection of children, young people and adults.

In particular its aims were:

a) to set up and maintain a Family Group Conference (FGC) facility to assist children, young people and adults in danger, suffering or being abused physically, sexually or mentally or whose social conditions are such that they require support to enable them and their families to make effective decisions for themselves.

b) to benefit the community with a view to enhancing the responsibility of such children, young people and adults, their families and extended networks, enriching family life and undertaking any charitable purposes for their benefit.

c) to advance the education of the community by improving the skills and knowledge of FGC and other related practitioners through the provision of training programs, workshops, conferences, consultation and advice.

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

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

#### **Ensuring our work delivers its aims**

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

#### **How our activities deliver public benefit**

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

## DAYBREAK FAMILY GROUP CONFERENCES

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2019

#### Who used and benefited from our services?

The amount of funding that we receive from Local Authorities and other agencies and the numbers of referrals we receive determine the service we provide. We currently operate mainly across the southern counties of England from Dorset to East Sussex and a number of London Boroughs.

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

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

We continue to work closely with Local Authorities. These include the county councils/unitary authorities of Hampshire, Portsmouth, Southampton, Bournemouth, Poole, Wiltshire, Dorset and a number of London Boroughs. Funding is received from these sources but also from other agencies, all in furtherance of our charitable purposes.

#### Achievements and performance

##### Outputs

In order to monitor our performance in the provision of FGCs to a range of Local Authorities and other commissioning organisations, we have identified five key outputs. These outputs together with their measurement indicators for 2018/19 are as follows:

1. **The number of referrals received in each of Daybreak's programmes.**  
In 2018/19 Daybreak received 88% of the number of referrals originally foreseen in each of its contracts (109% in 2017/18, 113.2% in 2016/17). Daybreak and its partners have again demonstrated great success in generating referrals from social workers and other professionals and having them accepted by families.
2. **The number of initial FGCs convened.**  
525 initial FGCs were convened (685 in 2017/18, 741 in 2016/17) out of 653 referrals (848 2017/18, 866 in 2016/17), this is a conversion rate of 80.4% (80.8% in 2017/18, 85.5% in 2016/17).
3. **The number of review FGCs convened.**  
131 review FGCs were convened (160 in 2017/18, 197 in 2016/17).
4. **The number of children who are the subject of these meetings.**  
966 children were the subject of the initial FGC meeting (1282 in 2017/18, 1,300 in 2016/17). This is an average of 1.8 children per meeting (1.8 in 2017/18, 1.6 2016/17).

## DAYBREAK FAMILY GROUP CONFERENCES

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2019

#### Outcomes

This year we have continued to refer to the 'Every Child Matters' outcomes, interpreting them in line with what children and vulnerable adults and their families and our commissioners wish the FGC meetings to achieve. These outcomes are totally in line with Daybreak's Value Statement.

Over the year covered in this report, partly due to the success of our DfE innovation programme, we have been receiving an increasing number of referrals for children and young people who are on the very edge of entering the care system. As a consequence, there is an inevitable reduction in the number of families making plans and a reduction in the percentage of families whose plans are agreed as safe. This is shown in the small expected downward turn in KPIs this year compared to last.

Daybreak's outcomes and the measurement of each outcome are as follows:

- **Staying healthy**  
We measure the numbers and/or proportion of children who had a health issue and whose health issues were addressed in their plan.
- **Keeping safe**  
This relates to keeping children, and in our case vulnerable adults, protected from harm and neglect. One criterion for safety is the agreement of the family's plan by the referrer at the final stage of the FGC meeting.
- **Enjoying and achieving**  
This relates to getting the most out of life and developing broad skills for adulthood. School attendance and behaviour has an impact on a child's potential to enjoy and achieve.
- **Making a positive contribution**  
Active participation in the preparation stage as well as participation in the meeting is a demonstration of citizenship and involvement.

In addition we have identified the following two outcomes as key to our work:

- **Partnership with families** (which promotes active citizenship)
- **Partnership with agencies**

In relation to these outcomes in 2018/19 our achievements were as follows:

- **Staying healthy**  
95.7% of the plans where health was identified as an issue addressed the health issue (94.1% in 2017/18)
- **Keeping safe**  
In 96.7% of the meetings of children for whom safety was an issue, the referrer was sufficiently satisfied that the plan addressed the safety concerns and so could be agreed (95.1% in 2017/18).  
  
64% of children referred because of a request for Local Authority accommodation remained with their immediate or extended family (72.3% in 2017/18). This excellent outcome continues to highlight the effectiveness of FGCs in diverting children from Local Authority accommodation.
- **Enjoying and achieving**  
84.3% of plans where children were referred because of school attendance or behaviour addressed these issues (84.5% in 2017/18).

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- **Making a positive contribution**

We believe that being enabled to participate in their FGC meeting is an important indication of positive contribution for children and young people who are the subject of our meetings.

44.5% of the children, who were the subject of a referral that progressed to a meeting attended their initial FGC meeting (39.2% in 2017/18).

In addition to the 'Every Child Matters' outcomes we particularly monitor the following:

- **Partnership with families**

An average of 4.9 family members and friends attended a FGC (4.7 in 2017/18). This is a very positive result compared to more traditional decision-making meetings.

- **Partnership with agencies**

An average of 1.4 referrers and other support providers attended FGCs (1.5 in 2017/18).

#### Other achievements

- The Department for Education has commissioned Daybreak to roll out the Innovations model of FGC meetings across 24 Local Authorities over a 2 year period. This will further evaluate the effectiveness of the model.
- A follow up report to the Innovation report is being put together by Coram. This will evidence where the children are 2 years after their FGC. We expect that this will confirm the very positive outcomes of the initial report.
- Introduced a new Management Information System to enhance our information and evaluation systems, making data more accessible.
- We continue to engage with London Boroughs with a view to expand our work in London, and are benefiting from having a base in the city.
- We are expanding our work in in the South West region
- Our FGC training provision continues to expand.
- We continue to have a presence outside of the UK. We continue to deliver our training in Potsdam, Germany and have provided training in Singapore.
- Daybreak received no formal complaints this year.

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

##### Governing Document

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

##### Recruitment and Appointment of Trustees

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

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

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

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

##### Trustee Induction and Training

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

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

- The values, aims and objectives of Daybreak and agree to support and promote them.
- The responsibilities and liability of Daybreak trustees.
- The range and content of the key Daybreak policies.
- The operational structure of the organisation and core staff.

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

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



## DAYBREAK FAMILY GROUP CONFERENCES

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2019

#### Organisational Structure

During 2018/19 the Trustees met approximately every two months to administer the charity, and monitor and review its policies. The Chief Executive is appointed by the Trustees to manage the day to day operations of the charity. The Chief Executive sits on the Board of Trustees but has no voting rights.

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

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

Remuneration of Key Management Personnel is reviewed annually in conjunction with annual appraisals and, if agreed targets are reached, increased in accordance with agreed pay scale.

#### Risk Management Policy

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

#### Volunteers

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

#### **Financial Review**

Daybreak continues to deliver on its ongoing contractual commitments backed by a high level of customer service. Our income from charitable activities for the year was £761,226 compared to income in the previous year of £923,103. We have reported a deficit of £87,034 compared to a deficit last year of £135,620.

The surplus for 2016/17 included £80,000 of restricted funds. This was a Grant from the Garfield Weston Foundation. This Grant has been used across 2017/18 and 2018/19 to invest in activities that have allowed the charity to move forward and improve its ability to fulfil its mission.

During the year three of the contracts came up for retender, all of which were retained, in addition one further contract in the south west was awarded.

Daybreak continues to deliver high quality training courses for FGC coordinators.

Our programme for vulnerable adult FGCs continued at similar levels to the previous year and we are grateful for the ongoing commitment of Hampshire County Council to this work.

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

With the continued pressure on local authorities to reduce costs this inevitably presents organisational challenges which, thanks to the efforts of our loyal and hard-working staff, we are successfully meeting. We continue to aim to keep our costs and charges as low as possible with the aim of benefiting our customers and the families we seek to serve. These efforts contribute to the impressive results achieved for Local Authorities by the use of FGCs in diverting children from Local Authority care and avoiding the high costs that they otherwise experience. Our success places Daybreak in a strong and unique position in the marketplace as it tenders for further business with Local Authorities across the country.

Daybreak is committed to applying its funds to the fulfilment of its obligations set out in its Memorandum and Articles for the benefit of the public. These issues are addressed under 'Reserves Policy' and 'Plans for future periods' later in this report.

After a difficult few years financially, the work commissioned by the department for Education to roll out Daybreaks Innovations model across 24 local Authorities, will allow the charity to rebuild its reserves. The Trustees therefore believe that Daybreak continues to be a going concern.

#### Principal Funding Sources

The principal funding sources for the charity are currently by way of Contract income from Local Authorities and Grants. Opportunities for funding from alternative sources are constantly reviewed and applications made wherever appropriate.

#### Reserves Policy

The Trustees have established a reserves policy to enable the charity to be managed efficiently and to allow the management sufficient time to find new sources of income if all major pieces of work were to cease. The policy is to hold unrestricted funds to a level that allows between three and six months within which to generate new funding. Expressed as a proportion of overhead costs for the coming year 2018/19 this would represent a requirement of unrestricted funds of between £95,000 and £190,000 (2018/19 £134,000 - £268,000). The level of unrestricted operating expenditure is monitored on an ongoing basis throughout the year to ensure that it meets the requirements of the Reserves Policy. The Reserves Policy is reviewed annually by the Board of Trustees.

The level of unrestricted funds, after designated funds, at 31 March 2019 of £140,491 (£168,446 at 31 March 2018) meets the requirements of the Reserves Policy for the coming year. The Trustees regularly review how to best utilise reserves whilst giving careful consideration to the fact that Daybreak needs to access new funding sources for the future. However, currently this position gives Daybreak the opportunity to continue to explore new ways of fulfilling its obligations under its Memorandum and Articles of Association for the benefit of the public and these are explored further under 'Plans for Future Periods' below.

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### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2019

#### **Plans for future periods**

Our current work with children and adults mainly focuses on those at risk. Our plans for the future continue to focus on expanding this service and also developing new services. We will do this in order to broaden the use of FGCs thereby enabling more families and individuals to access FGCs and the benefits that they bring. Plans to do this include:

- We will continue the implementation of Daybreaks strategic plan.
- We have been commissioned by the Department for Education to assist 24 Local authorities to implement the Daybreak Innovations FGC model.
- Working in the preventative field with children and vulnerable adults who are in need, but not at risk.
- Tendering for FGC programmes in other areas of the country not currently managed by Daybreak.
- Bidding for Grant funds to enable Daybreak to further its strategic objectives.
- Rolling out a training, consultancy and good practice model to allow Daybreak's expertise and training to be used to run FGCs in areas of the country too distant for Daybreak to manage effectively.
- Continuing to expand our national approach to training FGC staff in Local Authorities across the country.
- Continuing to expand our international training provision.
- Exploring the introduction of FGCs in new contexts.
- Working with Local Authorities to explore the use of Community Conferencing.

#### The Public Law Outcome (PLO)

We will ensure best outcomes for children and families from the impact of these Government Guidelines. As previously reported, we have learnt much since their introduction about the impact of these guidelines on our work, and have been aware of the need to keep ahead of issues as they arise. We continue to be committed to ensure that children and their families receive the highest quality service from us when they are referred because a Local Authority is considering court processes. We will do this by ensuring continuing training of our coordinators, by issuing guidelines for best practice in PLO work, and by closely monitoring outcomes for children and their families in this context.

## DAYBREAK FAMILY GROUP CONFERENCES

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2019

#### **Statement of Trustees' Responsibilities**

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

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the year. In preparing these financial statements, the trustees are required to:

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



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

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

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

This report was approved by the Board on 29/11/19

and signed on its behalf by:

.....  
  
.....  
  
.....

Max Bullough, Chair of Trustees

Geoff Millard, Treasurer

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF DAYBREAK FAMILY GROUP CONFERENCES

### **Opinion**

We have audited the financial statements of Daybreak Family Group Conferences (the 'charitable company') for the year ended 31 March 2019 which comprise Statement of Financial Activities, Balance Sheet, the cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2019, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

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

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

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

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

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard

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

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

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

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement [set out on page 12], the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

## Use of our report

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



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

Date: *12 December 2019*

DAYBREAK FAMILY GROUP CONFERENCES

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2019

	<u>Notes</u>	<u>Unrestricted Funds</u>	<u>Restricted Funds</u>	<u>Total 2019</u>	<u>Total 2018</u>
		£	£	£	£
<b>Income and endowments from:</b>					
Charitable activities	3	761,226	-	761,226	923,103
Investment Income		83	-	83	630
<b>Total</b>		<u>761,309</u>	<u>-</u>	<u>761,309</u>	<u>923,733</u>
<b>Resources Expended</b>					
<b>Raising Funds</b>	5	7,305	-	7,305	9,656
<b>Charitable Activities</b>	5	833,102	-	833,102	1,043,574
<b>Other</b>	5	7,935	-	7,935	6,123
<b>Total</b>	5	<u>848,342</u>	<u>-</u>	<u>848,342</u>	<u>1,059,353</u>
<b>Net (Resources Expended)/Incoming Resources</b>	6	(87,033)	-	(87,033)	(135,620)
Transfer between Funds		<u>40,000</u>	<u>(40,000)</u>	<u>-</u>	<u>-</u>
<b>Net (Resources Expended)/Incoming Resources after transfer between Funds</b>		(47,033)	(40,000)	(87,033)	(135,620)
<b>Net Movement in Funds:</b>					
Fund balances brought forward at 1 <sup>st</sup> April 2018		<u>187,525</u>	<u>40,000</u>	<u>227,525</u>	<u>363,145</u>
Fund balances carried forward at 31 <sup>st</sup> March 2018	17	<u>140,492</u>	<u>-</u>	<u>140,492</u>	<u>227,525</u>




DAYBREAK FAMILY GROUP CONFERENCES

BALANCE SHEET AS AT 31<sup>ST</sup> MARCH 2019

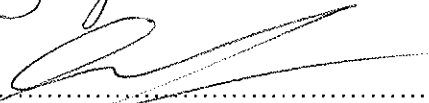
	Notes	£	<u>2019</u>	£	£	<u>2018</u>	£
<b>Fixed Assets</b>							
Tangible Assets	9			22,709			3,539
<b>Current Assets</b>							
Debtors	10	131,259			256,551		
Cash at Bank and in Hand		107,881			69,343		
			<u>239,140</u>		<u>325,894</u>		
<b>Creditors: amounts falling due within one year</b>	11	(70,875)			(64,295)		
<b>Net Current Assets</b>				<u>168,265</u>			<u>261,599</u>
<b>Total Assets less Current Liabilities</b>				190,974			265,138
<b>Creditors: amounts falling due after more than one year</b>	13		(3,365)				(5,613)
<b>Provisions for liabilities and charges</b>	14		(47,117)				(32,000)
<b>Net Assets</b>				<u>140,492</u>			<u>227,525</u>
<b>Funds:</b>							
<b>Unrestricted Funds</b>							
Designated funds		-			19,079		
General unrestricted funds		<u>140,492</u>		140,492	<u>168,446</u>		187,525
<b>Restricted Funds</b>				-			40,000
<b>Total Funds</b>	17			<u>140,492</u>			<u>227,525</u>

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

The financial statements (on pages 15 to 27) were approved by the trustees on 29/11/2019 and signed on their behalf by:

.....  


Max Bullough, Chair of Trustees

.....  


Geoff Millard, Treasurer

Company Registration No. 3780726

DAYBREAK FAMILY GROUP CONFERENCES

CASH FLOW FOR THE YEAR ENDED  
31<sup>ST</sup> MARCH 2019

	<u>2019</u> £	<u>2018</u> £
<b>Cash flows from operating activities:</b>		
<b>Net cash provided by operating activities</b>	59,515	(186,222)
<b>Cash flows from investing activities</b>		
Interest received	83	630
Purchase of Equipment	(21,060)	-
	<hr/>	<hr/>
<b>Net cash provided by investing activities</b>	(20,977)	630
<b>Cash flows from financing activities</b>	<hr/>	<hr/>
<b>Net Cash provided by financing activities</b>	-	-
	<hr/>	<hr/>
<b>Change in cash and cash equivalents in the reporting period</b>	38,537	(185,592)
<b>Cash and cash equivalents at the beginning of the reporting period</b>	69,343	254,935
<b>Change in cash and cash equivalents due to exchange rate movements</b>	-	-
<b>Cash and cash equivalents at the end of the reporting period</b>	107,881	69,343
<b>Reconciliation of net income/(expenditure) to net cash flow from operating activities</b>		
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(87,033)	(135,620)
<b>Adjusted for:</b>		
Depreciation charges	1,890	2,156
Dividends, interest and rents from investments	(83)	(630)
(Increase)/decrease in debtors	125,292	42,875
Increase/(decrease) in creditors	19,449	(95,003)
	<hr/>	<hr/>
<b>Net cash provided by operating activities</b>	59,515	(186,222)
	<hr/>	<hr/>
<b>Analysis of cash and cash equivalents</b>		
Cash in hand	107,881	69,343
Notice deposits (less than 3 months)	-	-
	<hr/>	<hr/>
	107,881	69,343
	<hr/>	<hr/>

## DAYBREAK FAMILY GROUP CONFERENCES

### NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2019

#### 1. ACCOUNTING POLICIES

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

##### a) Accounting convention

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

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

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

##### b) Company Status

The charity is a company limited by guarantee. The members of the company are the trustees named on page 3. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

The registered office of the charity is detailed on page 3.

##### c) Going concern

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

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

##### d) Fund Accounting

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

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

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

## DAYBREAK FAMILY GROUP CONFERENCES

### NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2019

#### e) Incoming Resources

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

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

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

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

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

Investment income is included when receivable.

#### f) Resources Expended

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

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

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

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

#### g) Tangible Fixed Assets

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

## DAYBREAK FAMILY GROUP CONFERENCES

### NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2019

#### h) Impairment

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

#### i) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

#### j) Cash and cash equivalents

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

#### k) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

#### l) Financial instruments

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

#### m) Pension Costs

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

#### n) Operating Leases

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

## DAYBREAK FAMILY GROUP CONFERENCES

### NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2019

#### o) Provisions

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

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

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

#### q) Employee benefits

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

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

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

## 2. ESTIMATES AND JUDGEMENTS

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

## 3. GRANTS AND CONTRACTS

	Total 2019 £	Total 2018 £
Income arising from the provision of Family Group Conferences and related activities	761,226	923,103
Represented by:		
Restricted Income	-	91,250
Unrestricted Income	761,226	831,853

## DAYBREAK FAMILY GROUP CONFERENCES

### NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2019

#### 4. GOVERNMENT GRANTS

Funding received from the Department for Education Innovation grant to test the effectiveness of delivering FGCs to families in receipt of a letter of pre-proceedings. This funded the delivery of up to 100 FGCs in each of two test sites. Additional work supported included the provision of advocacy for children and young people and the development of volunteers in both areas. The research project is being evaluated by independent researchers. Success of the project will be measured in terms of the number of children successfully diverted from local authority care, and associated measurements around savings and efficiency, child well-being and the family's overall experience of FGC.

#### 5. TOTAL RESOURCES EXPENDED

	Total <u>2019</u> £	Total <u>2018</u> £
<b>Costs directly allocated to activities</b>		
Staff costs and expenses	242,734	349,365
Cost of family meetings	391,489	441,479
Evaluation and research	-	(6,168)
Office costs	4,522	4,522
Audit fees	7,558	5,631
Trustee & regulatory	377	492
<b>Support costs to which the projects make a contribution</b>		
General staff costs & expenses	146,104	193,123
Office costs	42,412	57,546
Legal & professional	7,872	7,144
Bank charges	679	944
Insurance	2,705	3,119
Depreciation	1,890	2,156
	<hr/>	<hr/>
Total Resources expended	848,342	1,059,353
	<hr/>	<hr/>
Represented by:		
Restricted Expenditure	-	91,250
Unrestricted Expenditure	848,342	968,103
	<hr/>	<hr/>
	848,342	1,059,353
	<hr/>	<hr/>

## DAYBREAK FAMILY GROUP CONFERENCES

### NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2019

#### 6. NET INCOMING RESOURCES FOR THE YEAR

	<u>2019</u>	<u>2018</u>
Total Resources expended include:	£	£
Auditors' Fees:		
Audit	7,558	5,631
Other Services	2,045	1,555
Depreciation	1,890	2,156

#### 7. STAFF COSTS

	<u>2019</u>	<u>2018</u>
	£	£
Wages and Salaries	307,869	432,322
Social Security costs	30,537	41,812
Pension costs	35,400	51,395
	<hr/>	<hr/>
	373,806	525,529
	<hr/>	<hr/>

Total remuneration and benefits of Key Management Personnel was £111,168 (2018 £139,725).

No employee received emoluments of more than £60,000 p.a.

The average monthly number of employees during the year was 12 (2018 - 18)

	<u>2019</u>	<u>2018</u>
Full Time Staff	8	9
Part Time staff	4	9
Full Time equivalents	10	14

The charity contributed 11% of gross salary to two stakeholder pension schemes for 15 (2018 - 18) members of staff.

Contributions outstanding at the balance sheet date were £2,838 (2018 - £3,170).

#### 8. TRUSTEE REMUNERATION & RELATED PARTY TRANSACTIONS

No trustees received any remuneration during the year whilst in office (2018 - £nil).

The following 2 trustees (2018 - 4) received reimbursement of travel and accommodation expenses totalling £234 (2018 - £330):-

Sohail Husain  
Patricia Scott

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



## DAYBREAK FAMILY GROUP CONFERENCES

### NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2019

#### 9. TANGIBLE FIXED ASSETS

	<u>Project and Office Equipment</u>	<u>Software Development</u>
<u>Cost</u>	£	£
At 1 <sup>st</sup> April 2018	17,029	0
Additions	0	21,060
Disposals	(0)	(0)
	<hr/>	<hr/>
At 31 <sup>st</sup> March 2019	17,029	21,060
	<hr/>	<hr/>
<u>Depreciation</u>		
At 1 <sup>st</sup> April 2018	13,490	0
Charge for year	1,890	0
Disposals	(0)	(0)
	<hr/>	<hr/>
At 31 <sup>st</sup> March 2019	15,380	0
	<hr/>	<hr/>
<u>Net Book Value</u>		
at 31 <sup>st</sup> March 2018	3,539	0
	<hr/>	<hr/>
at 31 <sup>st</sup> March 2019	1,649	21,060
	<hr/>	<hr/>

Included in the above are assets held under hire purchase contracts with net book value of £1,649 (2018 - £3,299) and depreciation charged in the year of £1,650 (2018 - £1,650).

Software Development is a Management Information System that was developed during the year and went live in April 2019. This will be depreciated over 3 years in accordance with the Tangible Fixed Assets accounting policy.

#### 10. DEBTORS

	<u>2019</u>	<u>2018</u>
	£	£
Grants and Contracts Receivable	79,466	180,654
Prepayments & accrued income	51,793	75,897
	<hr/>	<hr/>
	131,259	256,551
	<hr/>	<hr/>

DAYBREAK FAMILY GROUP CONFERENCES

NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED  
31<sup>ST</sup> MARCH 2019

11. **CREDITORS: AMOUNTS FALLING DUE**  
**WITHIN ONE YEAR**

	<u>2019</u>	<u>2018</u>
	£	£
Taxation and Social Security Costs	7,209	9,894
Net obligations under hire purchase contracts	2,245	2,245
Other Creditors	43,110	42,077
Accruals and Deferred Income	18,311	10,079
	<hr/>	<hr/>
	70,875	64,295
	<hr/>	<hr/>

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

12. **DEFERRED INCOME**

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

	£
Balance as at 1 April 2018	-
Amount released to incoming resources	-
Amount deferred in year	7,790
	<hr/>
Balance as at 31 March 2019	7,790
	<hr/>

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

**Net obligations under hire purchase contracts**

	<u>2019</u>	<u>2018</u>
	£	£
Repayable within one year	2,245	2,245
Repayable within one and five years	3,365	5,613
	<hr/>	<hr/>
	5,610	7,858
Included in liabilities falling due within one year	(2,245)	(2,245)
	<hr/>	<hr/>
	3,365	5,613
	<hr/>	<hr/>

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

## DAYBREAK FAMILY GROUP CONFERENCES

### NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2019

#### 14. PROVISIONS FOR LIABILITIES AND CHARGES

	£
Balance as at 1 <sup>st</sup> April 2018	32,000
Amount released to incoming resources	(32,000)
Amount provided in year	47,117
	<hr/>
Balance as at 31 <sup>st</sup> March 2019	47,117
	<hr/>

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

#### 15. FINANCIAL COMMITMENTS

At 31 March 2019, the charitable company was committed to making the following payments under non-cancellable operating leases.

	<u>2019</u> £	<u>2018</u> £
Operating leases which expire:		
Less than 1 year	702	9,116
Between 2 and 5 years	-	23,550
Over 5 years	-	-
	<hr/>	<hr/>
	702	32,666
	<hr/>	<hr/>

Total operating lease payments in the year were £9,114 (2018 £17,739).

#### 16. FINANCIAL INSTRUMENTS

	<u>2019</u> £	<u>2018</u> £
Carry amount of financial assets:		
Debt instruments measured at amortised cost	187,346	249,997
Carry amount of financial liabilities:		
Measured at amortised cost	48,720	49,935

# DAYBREAK FAMILY GROUP CONFERENCES

## NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2019

### 17. MOVEMENT IN FUNDS

	Notes	At 1 <sup>st</sup> April 2018 £	Income £	Expenditure £	Transfers £	At 31 <sup>st</sup> March 2019 £
<b>Restricted Funds:</b>						
Garfield Weston Grant	17.2	40,000	-	-	(40,000)	-
Total Restricted Funds		40,000	-	-	(40,000)	-
<b>Unrestricted Funds</b>						
<b>Designated Funds</b>						
	17.3	168,446	761,309	(848,342)	59,079	140,492
		19,079	-	-	(19,079)	-
Total Funds		227,525	761,309	(848,342)	-	140,492

	Notes	At 1 <sup>st</sup> April 2017 £	Income £	Expenditure £	Transfers £	At 31 <sup>st</sup> March 2018 £
<b>Restricted Funds:</b>						
Brighton & Hove City Council	17.1	-	91,250	(91,250)	-	-
Garfield Weston Grant	17.2	80,000	-	-	(40,000)	40,000
Total Restricted Funds		-	91,250	(91,250)	-	40,000
<b>Unrestricted Funds</b>						
<b>Designated Funds</b>						
	17.3	244,066	832,484	(968,104)	60,000	168,446
		39,079	-	-	(20,000)	19,079
Total Funds		363,145	923,734	(1,059,354)	-	227,525

17.1 The Brighton & Hove City Council contract for the provision of family group conferences commenced on 1 October 2013 for an initial period of three years with a possible extension of two further years. The contract requires the funding to be shown as a restricted fund in the accounts of Daybreak and not to be included in general funds. This Contract ended 30<sup>th</sup> September 2017.

17.2 Grant funding received from The Garfield Weston Foundation. This Grant was used over the last 2 years to invest in activities that will move the charity forward and improve its ability to fulfil its Mission.

17.3 Designated funds comprise of funds received as a reimbursement for work done in previous years. The Trustees have decided that these funds will be used in conjunction with the Garfield Weston Grant to invest in activities that will move the charity forward and improve its ability to fulfil its Mission.

DAYBREAK FAMILY GROUP CONFERENCES

NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED  
31<sup>ST</sup> MARCH 2019

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	Total £
Fund balances at 31 <sup>st</sup> March 2019 are represented by:			
Tangible Fixed Assets	22,709	-	22,709
Net Current Assets	128,264	40,000	168,264
Creditors due after more than one year	(3,365)	-	(3,365)
Provisions for liabilities and charges	(47,117)	-	(47,117)
	<hr/>	<hr/>	<hr/>
Total Net Assets	100,491	40,000	140,491
	<hr/>	<hr/>	<hr/>

	Unrestricted Funds £	Restricted Funds £	Total £
Fund balances at 31 <sup>st</sup> March 2018 are represented by:			
Tangible Fixed Assets	3,539	-	3,539
Net Current Assets	221,596	40,000	261,596
Creditors due after more than one year	(5,613)	-	(5,613)
Provisions for liabilities and charges	(32,000)	-	(32,000)
	<hr/>	<hr/>	<hr/>
Total Net Assets	187,522	40,000	227,522
	<hr/>	<hr/>	<hr/>



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