

Registered number: 02769307
Charity number: 01015716

ORMISTON FAMILIES
(A Company Limited by Guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

CONTENTS

	Page
Chair and Chief executive Introduction	1
Trustees' Report including Directors' Report	2 - 20
Independent Auditor's Report	21 – 24
Consolidated Statement of Financial Activities	25
Balance Sheets	26
Consolidated Statement of Cash Flows	27
Notes to the Financial Statements	28 – 41
Reference and Administrative Details	42

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

An introduction from our Chair and Chief executive

For many, the year 2020/21 will be remembered as the year everything stopped. Schools, shops, and services closed their doors and business plans were put on hold. Ormiston Families stayed open.

While most of us relished the opportunity to spend more family time together, for many of the children and families we work with, 2020/21 was a time of heightened anxiety, stress, and risk. So, with the continued social distancing restrictions, reduced referral pathways and technical communication issues to overcome, we adapted our approach to target those facing immediate challenges that could otherwise have caused irreparable long-term harm. Due to the commitment and dedication of our incredible staff team and supporters, Ormiston Families succeeded in delivering 32,914 sessions to support 11,380 children, young people, and families to feel safer, healthier, and more resilient.

Thankfully, our 2019 groundwork to refocus our strategic direction continued to gather momentum in 2020/21. Throughout the year, thanks to the generosity of our supporters, we expanded all our services designed to relieve the pressures on families affected by offending behaviour, the anxieties of growing up, and the stress of losing a child to care. As we enter 2021/22 and can see some light at the end of the pandemic tunnel, we are acutely aware that for many families the distress and impact of the past year will continue for some time to come and anticipate increasing demand to meet these needs.

In November 2020, Norfolk and Suffolk Foundation Trust presented 'COVID-19: Rapid Response to Learning and Recovery'. The presentation shared information from a rapid review of existing data and literature to help understand long-term mental health impacts after previous pandemics (SARS, MERS, Ebola, H1N1) and define the clinical areas, prevalence, and timeframes of potential mental health impacts during and after Covid-19. The review of previous pandemics indicates we can expect levels of anxiety and PTSD within the community to continue to rise for 6 months post pandemic. Groups identified as being at specific risk of mental health impacts were;

- Young people (under 25)
- Women – whose PTSD trajectory is more sustained (over 24 months) than men (peaking at 12 months).
- Low-income working families and families who have been significantly affected financially by the pandemic itself through unemployment.

With this in mind, and as communities and referral agencies begin to open their doors again this year, we are confident that our services will be even more valuable and reach more children, young people and families than ever before.

If your support helped us achieve our objectives over the last year, here is a thank you from just one of those families.

"It is no exaggeration to say that Small Steps helped me through the toughest time of my life. They were there for me in a way that even my closest friends or family couldn't be and provided me with constant support. Just knowing that they were there for me really helped me to feel like I wasn't alone in my struggles, and they helped me find my way out of the darkness. I will never forget what these amazing ladies have done for me. I didn't expect to struggle with my maternal health and to feel the way I did was so scary. I couldn't even believe that, that level of care and support was freely available to support mothers! I feel incredibly lucky and will be forever grateful that my health visitor suggested this support group to me."

Small Steps Together service user.

Robert Parkinson, Chair

Allan Myatt, Chief executive

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

REPORT OF THE BOARD OF TRUSTEES

The Board of Trustees are pleased to present their report highlighting the key achievements of the charity during this extraordinary year and to provide insight into our main objectives and strategy.

OBJECTIVES AND ACTIVITIES

Ormiston Families exists today because of one family's tragedy.

A young woman, Fiona Ormiston Murray, died whilst on her honeymoon. Fiona loved children and it was no secret that she was excited about starting her own family. Her family, devastated by their loss, wanted to do something to honour her memory. They created a charitable trust, devoted to helping children and families in need. That trust is now known as Ormiston Families.

Approaching its 40th year, Ormiston Families continues to support the broad aims of the charity founded in 1981 by focussing its work on the support of vulnerable children and their families across the East of England to help them see a brighter future and improve their life chances. By building resilience, we support children and families to feel safe and in control of their own wellbeing.

Whilst developing our 3-year strategy in 2018/19, we identified two key themes to our work; families and justice, and our activities this year continued within these themes.

Our families' services focus on supporting mental health and wellbeing and contributing to communities. Within this theme, our children & young people's mental health service (Point 1) offers emotional wellbeing support across Norfolk & Waveney, and our Small Steps Together service works with new and expectant mothers. YouCanBe focuses on young women who need support due to a range of adverse childhood experiences, and Mpower supports women who have had at least one child placed into care and need support to understand why.

Our justice services include Breaking Barriers, a service working with children and young people affected by the imprisonment of a close family member. We also manage Prisoners' Family Services including visitor centres and family activities across ten prisons located in the East of England. Ex-offenders are supported to re-integrate with community and family life and break intergenerational chains of offending through our Transforming Rehabilitation service.

Ormiston Families Group

In addition to the charity work of Ormiston Families, the Group also includes two trading subsidiary companies, Ormiston Families Enterprises Ltd (OFEL) and Blois Meadow Day Nursery Ltd (BMDN). These companies provide nursery childcare under the commercial trading name "Play Out".

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

ACHIEVEMENTS AND PERFORMANCE

Ormiston Families pandemic year: Our services

2020/21 saw a year of adaptation and innovation in our services, as we strived to meet the continued and increasing needs of the people we work with. It was a year that changed the way we work and changed the people that we work with.

Children and young people were isolated from peers and family – for some causing heightened anxiety and low mood and for others, offering a chance to escape from external pressures and reconnect with family. Although referral numbers dipped at the start of the pandemic, we saw unprecedented numbers of referrals for mental health support at the two points that schools returned - 150% of the volume seen at the same times in the previous year. To cope with the demand, our children & young people's mental health service underwent somewhat of a digital revolution this year. We introduced remote counselling and psychosocial intervention and sought out new digital platforms to offer gaming-based support. We branched out into a newly recruited remote workforce and continued to work with the University of East Anglia to trial and research new approaches to supporting children and young people's mental health and wellbeing.

As statutory services inevitably focused their reduced capacity on immediate pandemic issues, early intervention services faltered, and the support of the voluntary sector became even more invaluable. In our services supporting adults (Mpower, Small Steps Together, YouCanBe), the first six months of the year saw a drop of just 3% in the number of people we worked with. At the same time, these services increased their contact with service users by more than double. This is important, as many of these people would have experienced a steep decline in the amount of involvement from other professionals who were redeployed to deal with the pandemic. By the end of 2020/21, all these services had increased the numbers of people they had worked with in comparison to the previous year, supporting 344 people through 5,349 sessions of support (2019/20 – 294 people and 3,225 sessions).

For families affected by offending, the impact has been even more pronounced. Most of the prison visitor centres have been closed for much of the year, with a move towards 'purple visits' facilitated by video link denying children any face-to-face interaction with family members in prison. Additionally, normal referral routes into services have been punctuated by closures, so whilst the level of need will not have reduced, the means of access to the right support has been interrupted for many children and young people. We expect to see referral rates rise steadily as we enter 2021/22.

Sadly, this year saw us pass over the contract for the delivery of March, Chatteris & Whittlesey Child & Family Centres to Barnardo's. Ormiston Families had managed the child and family centres for almost 13 years, and we send our heartfelt gratitude to all the staff, volunteers and families that joined us on that journey. As a result of this and centre closures due to Covid-19, our Care & Share groups, for families who have children with additional needs, did not run this year and have now been consolidated into a sensory toy library due to re-launch in 2021/22.

On a more positive note, we were pleased to have been awarded a contract which will see us embark on a new partnership with Nacro to offer Probation Family Services from June 2021, following the end of the current Transforming Rehabilitation contract which we delivered with Sodexo.

It has been a year of ups and downs and, despite the loss of the child and family centres and the temporary closure of the prison visitor centres, both of which make up large portions of our portfolio, our impact has continued to be significant.

Thanks to the dedication, collaboration, and creativity of our 321 (2019/20 – 331) employees and volunteers, and the unwavering generosity of our funders and supporters, Ormiston Families was able to continue running most of its services. We delivered 32,914 (2019/20 – 39,995) sessions of support to 11,380 (2019/20 – 13,074) of the region's most vulnerable children, young people, and their families.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

Highlights and progress against 2020/21 plans and objectives

Notwithstanding the challenges posed by Covid-19 over the last year, our services have remained focused on supporting the most vulnerable families. This process has been aided by the willingness and enthusiasm with which our teams embraced the possibilities of remote technology early in the pandemic, often putting aside personal reservations and lack of familiarity to retain safe and meaningful contact with the children, young people and families using their services.

FAMILIES

Our work in communities Supporting 235 people through 3,596 tailored sessions

'I will forever be thankful for how much you've helped me. My life has changed a lot. Stable home, full time job, and healthy relationship. She (the practitioner) is there for me through different situations and just listens. Helps take the weight off my shoulders. I've learned to talk through my problems. I wouldn't be coping if I hadn't had the help.' **Mpower service user**

Last year, the priorities that we set for 2020/21 were:

- To expand our YouCanBe service for young people in care and care leavers; in particular, seeking to roll-out the service into Norfolk
- To open our Mpower service in Cambridgeshire for women who have had multiple children taken into care

Our innovative YouCanBe early intervention service for young women affected by adverse childhood experiences has developed over this year, achieving our ambition to expand into Norfolk. YouCanBe practitioners have worked with 50 young women in 2020/21, up slightly from the previous year but with a significant increase in contact. We offered 809 sessions of support this year, more than double the number offered in 2019/20.

Our YouCanBe practitioners have continued to collaborate closely with their Mpower colleagues who support mothers who have had consecutive children removed into local authority care. Mpower continues to consolidate its delivery in Norfolk and Suffolk and has recently been cited by the Independent Review of Children's Social Care as a beacon of best practice. In October 2020, we started taking referrals for a new Mpower service in Cambridgeshire. Ten eligible referrals were received, who had a total of 24 children removed into local authority care. From January 2021, we assessed and supported seven women, offering 46 sessions of telephone and remote support in line with the pandemic restrictions. As restrictions ease, we expect this service to increase face-to-face working and support more women.

Our work through the Mpower service has mirrored that of YouCanBe, with a slight increase in the number of women supported bolstered by a massive four times more contact. These teams have engaged in regular wellbeing calls, sent out welfare and wellbeing packs and hampers, and used Covid-19 safe protocols to respond to crisis situations when needed.

Jolene's story (Mpower)

Jolene's life had not been easy. She was dealing with trauma from abusive relationships and a lifetime of drug and alcohol abuse, and now all three of her children had been removed from her care. She needed someone to talk to, help in understanding where things went wrong, and time to heal.

Situation

Jolene, 31, had been in and out of care from a young age after suffering neglect and sexual abuse at the hands of her mother's partner. She had spent her life under the influence of drugs and alcohol to help her numb the pain of her past, and she came to us knowing her situation needed to change. Two of her children had been adopted at this point, and her youngest was under the care of Jolene's Aunt. At the time, a Special Guardianship Order had been applied for.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

Solution

Jolene needed support in understanding why her children were removed, and how her past experiences may have influenced her current situation. She needed help to understand how she could move on and come to terms with what had happened in her life.

A support plan was put together and Jolene and Jasmine, from our Mpower service, worked together to achieve their intended goals.

Jolene was referred to the Pandora project to gain specialist support having experienced domestic abuse. Jasmine assisted her in contacting legal support, gave her advice on how to build a positive relationship with her social worker, and guidance on appropriate language and questions to use regarding her son when contacting the caregiver.

When meeting with her children, Jolene was supported with positive role modelling, and positive and appropriate behaviour at contact sessions. She was given suggestions for low pressure but fun and engaging activities and appropriate language at contact sessions and on skype.

She was referred to CGL (Norfolk Alcohol and Drug Behaviour Change Service) to seek treatment for her use of drugs and alcohol to cope with her past experiences.

Success

Jolene completed the 'Open the Box' course at the Pandora project which helped her understand and break the cycle of domestic abuse. She had built up a better relationship with her social worker, with trust and reliability achieved on both sides.

She secured legal support, and, although the CGL application was declined, Jolene has been sober since early June and passed her hair strand test with 0% trace of substances.

She has made more regular contact and built trust with the child's caregiver which has led to more informal contact with the child being allowed and more pictures shared between them. At a recent meeting with her child, Jolene was able to ease the child's nerves and encourage them to play a ball game by using positive role modelling and encouraging the child to make their own choices.

Jolene says: "I can't thank you enough you have been absolutely amazing. You have gone above and beyond. Without you and my partner I wouldn't have been able to do all of this."

Our work supporting mental health Supporting 3,192 people through 9,408 expert support sessions

'It was nice to know there was someone to talk to and accessible especially with the times as they are with the current pandemic. It was good to chat and offload to somebody.' **Small Steps Together service user**

Last year, the priorities that we set for 2020/21 were:

- *To develop new tools to improve our services for mental health and wellbeing of children and young people in school*
- *To expand our Small Steps Together perinatal mental health service into Suffolk*
- *To consolidate the work of our Point 1 - Child and Adolescent Mental Health Service in Norfolk*

Many of our service user interactions have flourished during the pandemic, with young people in particular reporting that this offer of remote contact is an accessible and welcome addition to the support they already receive from Ormiston Families.

With this in mind, we have been able to fulfil one of our ambitions to develop new tools to improve the mental health and wellbeing of children and young people in schools. The RESILience Project (Remote Emotional Support in Learning) is a pilot initiative to establish and evaluate an emotional wellbeing support service, delivered over a digital platform to students of two Ormiston Academies Trust schools in Peterborough. Its aim is to

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

enhance students' emotional resilience, promptly addressing challenges related to school attendance and attainment, which may have been exacerbated by the pandemic.

The learning from this experience has enabled us to realise another of our ambitions, informing a successful funding bid to expand our Small Steps Together perinatal mental health service beyond its current Cambridgeshire base to other parts of the region through a digital offer. Moving forward, this will enable us to support even more new or expectant parents who might otherwise be experiencing the trauma of perinatal depression and anxiety on their own in some of the most remote and isolated parts of the region.

It's also been a year of further consolidation for our Point 1 children and young people's mental health service. As well as securing a new two-year NHS contract to deliver services for 4-14 year-olds within Norfolk's Children & Young People's Alliance, the service has continued to expand its network of Mental Health Support Teams in schools as well as welcoming more cohorts of Children's Wellbeing Practitioners, who train with the service to gain qualifications enabling them to be deployed across the wider mental health providers' network as a system-wide resource.

'I took a duty call this week from a 16-year-old girl who has been struggling with anxiety over the past couple of months. Over the course of our telephone call, I was able to provide support, a non-judgemental ear and suggestions of techniques and advice that could support her mental health. This young person fed back throughout the call how grateful she was that our service was open, especially as she no longer has support at school or her usual network of friends. She was also really encouraged that we had equipped her with self-help strategies and techniques to try over the next few weeks and ended the conversation thanking Point 1 for the service and shared that she felt more in control of her own mental health and wellbeing as a result of calling our SPOC (Single Point Of Contact) number.' **Point 1 practitioner**

Tanya's story (Small Steps Together)

Tanya was referred to Small Steps Together at 6 months' pregnant. Feeling isolated and alone, Tanya wanted help to manage her anxieties during pregnancy and after her baby's birth.

Situation

Tanya had a history of abusive relationships and a difficult childhood which led her to feel isolated and anxious later in life. Whilst her 6-year-old daughter lived with her; Tanya's two eldest children were now living with their fathers.

Solution

Our practitioner Louise, worked with Tanya for 14 months providing both home visits and zoom calls. Over this time, Tanya was supported to meet other mums in the area so that her oldest daughter could develop with her peers, and she had a supportive network around her. To increase Tanya's confidence in caring for her children, she used video interaction guidance (VIG) so that Tanya was able to watch footage of her interaction with her daughters and understand her progress and successes for herself.

The service adopted a trauma-informed approach so that Tanya was able to use positive coping mechanisms for managing her anxiety and to enable her to work on her relationships. At times, her mental health suffered greatly and the Small Steps Together team was there to step in and support Tanya in her darkest hours. They worked on building her confidence and reducing her feelings of anxiety through specific exercises which helped her to manage her overall mental health. Louise also provided Tanya with practical assistance in applying for grants.

Importantly, Louise also provided advocacy during Child Protection conferences; a crucial element to their time together which ensured Tanya was clear about the process and knew what she needed to do to keep her children safe in her care.

Success

Tanya now has a network of supportive friends and regularly sees her family, having been estranged from them for several years. Although Tanya has experienced instances when her coping mechanisms haven't always helped, she has sought support and was able to keep herself and her children safe. Tanya has worked well with social care so that they have been able to step down her case.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

Tanya said about Small Steps Together: 'If you hadn't been there, I would have done something stupid. I had the knives laid out in the kitchen. I had called everyone else and not been able to get hold of anyone. Because you knew what I was usually like you knew something was wrong, so I didn't have to explain myself and you came right round to my house. All I wanted was someone to recognise I was ill and listen to what I was feeling.'

JUSTICE

**Our work with the families of offenders
Supporting 7,953 children, young people and their families through 19,910 personalised sessions**

'I can only thank you for your help as for families you are the missing link we need. I hope you get back to work soon as your position is still very much needed.' **Prisons' Visitor Centre service user.**

Last year, the priorities that we set for 2020/21 were:

- *To enhance our work with children and families affected by imprisonment. In particular by;*
 - *increasing the number of Breaking Barriers practitioners to ensure we have at least two in each area we work.*
 - *reviewing and revising our Transforming Rehabilitation service to align ourselves with the Probation Dynamic Framework contracts anticipated in 2021*

Over the past year Ormiston Families has made significant advances in enhancing our work with children and families affected by imprisonment. We have been successful in securing funding to double-up the number of practitioners working across the five counties where the service is currently operational. To ensure that the rapid expansion of the service does not compromise the consistency and quality of our practice, we are also moving towards a single regional management model, rather than a dispersed localised one. These measures will enable us to reach and support more children and young people across the East of England, who might otherwise struggle alone with the 'hidden sentence' of having a parent or loved-one in prison.

Breaking Barriers teams, who usually work in schools, have seen the interruption of face-to-face contacts as these settings closed due to the pandemic. These teams have maintained contact via telephone, prepared personalised activity packs that have been sent to children and young people at home, and worked with schools to reinstate sessions via zoom upon reopening. As a result, less children have benefitted from this service this year, however those who have, have been supported over a longer period to bridge the transition between remote and in-school learning.

Our Transforming Rehabilitation service has achieved some outstanding outcomes this year. Moving to a telephone service, practitioners worked with 1,080 people on probation, delivering 7,885 hours of support. Feedback from this service demonstrated the life-changing impact: *'Sam has been brilliant with the programme and very understanding, I have gained contact with my children, continued to not drink and I am a much more confident person. Thank you.'* **Transforming Rehabilitation service user.**

In anticipation of the government's Transforming Rehabilitation contracts ending in June 2021, Ormiston Families developed an exciting new strategic alliance with Nacro, the national social justice charity. As a partnership we have collaborated to secure contracts to run a Probation Family Support service across Suffolk and Hertfordshire from July 2021, as part of the new Community Rehabilitative Services initiative which has succeeded Transforming Rehabilitation.

Whilst our work in prisons have been most significantly impacted by the pandemic restrictions, our teams have liaised closely with their individual establishments to agree innovative, locally tailored approaches to help prisoners and their families maintain positive ties. An example of this is our staff working separately with prisoners and their families before and after they have video 'visits'. This helps families to prepare for and process what can be an emotionally traumatic experience for all involved, with prisoners effectively being transported virtually into their home environment and then having to leave again within strict time limitations.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

Samuel's story (Breaking Barriers)

Samuel was struggling at school and was consistently being let down by his father's irregular contact while in prison. He needed someone to talk to, to understand more about what his dad was going through and help him cope with his feelings of anxiety which were holding him back from living a happy carefree life that an 11-year-old should.

Situation

Samuel was referred to our Breaking Barriers Suffolk service at a time when his father was approaching the end of a long custodial sentence.

Whilst Samuel had been in contact with his father, this had not been consistent – with telephone contact sporadic and his dad often leaving Samuel disappointed when he did not attend home visits as planned. Samuel's wellbeing was at a real low point, triggered by his father's imprisonment, and his behaviour in school had rapidly declined.

Solution

Breaking Barriers practitioner Jade worked with Samuel for nine sessions, during which time Samuel set his own goal-based outcomes around behaviour, emotional wellbeing and learning more about prison. Six sessions were held in school, until sessions were suspended due to the pandemic. In this time, Jade sent out personalised support packs for Samuel, and resumed sessions via zoom once the schools re-opened.

Jade and Samuel watched a video about life inside prison and discussed some words and meanings to help Samuel have a better understanding and feel less anxious. Jade used various tools to help Samuel recognise his feelings. They made an 'emotions tornado' to show how it feels when emotions are all mixed up and whizzing around and talked about how he could cope when this happened. Jade showed Samuel how to make and use a worry box to manage his anxiety.

Success

Offering virtual sessions was a new way of providing support for Jade who found that, in this instance, it worked well. Jade was able to liaise with the referrer in school who assisted by printing activities for sessions so that Jade and Samuel could work on them together whilst on video call. Samuel engaged in these sessions and was really open with his feelings.

Samuel made great progress through the sessions, and Jade said she 'noticed his growing ability and commitment to accessing and expressing his feelings'. Samuel shared that he found the sessions helpful and liked having someone to talk to. He moved up on all three of his goal-based outcomes scores, and his mum appreciated the support he had been given.

Since writing this case study, Samuel's dad has been released from prison and Samuel is now back in touch with the Breaking Barriers team who will support him in coping with the new feelings that this recent change has brought about.

COMMERCIAL

Play Out Childcare

Play Out Childcare consists of full day care nurseries in Ipswich, Hadleigh and Steeple Bumpstead as well as Play Out Campus - a summer holiday club specifically for The Sanger Institute. In addition to this, this year Play Out Childcare took on the day-to-day management of Ducketts Preschool for the charity. This move aligned the preschool with similar settings and provided a more commercial focus to the endeavour.

In common with the rest of the childcare sector, the Covid-19 pandemic provided significant challenges throughout the year. Despite this, our nurseries and preschool followed Government restrictions and guidance remaining open as fully as permitted throughout, providing vital childcare for key workers in the NHS and care sector. Unfortunately, Play Out Campus was not able to run this year due to the very significant decrease in staff working onsite.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

During the latter part of the year, the marketing strategy for Play Out was revamped. This included an upgraded website, enhanced social media presences and a full calendar of events. This strategy certainly contributed to the occupancy bounce back as the year drew to a close.

Ormiston Families pandemic year: Our people

It is thanks to the fantastic response and adaptability of our dedicated staff and volunteers that we were able to continue delivering services to children, young people, and their families throughout a challenging year.

Many of our workforce had to rapidly adapt to remote working – facilitated by the fact that our existing ICT infrastructure was already set up to allow this for most office-based workers. What began as an emergency response, has evolved into a more efficient and environmentally friendly way of working, which we continued in a blended way as restrictions eased.

There were some colleagues who had to work on site to ensure continuity of service – many of whom are based at our Point 1 service in Norwich. We undertook Covid-19 risk assessments and adapted sites and procedures accordingly to ensure it was safe for them and for service users. We obtained early access to vaccinations for staff who work face-to-face with service users, thanks to our partnerships with NHS foundation trusts who recognise them as front-line workers.

We supported our people's wellbeing by training additional Mental Health First Aiders (MHFA's) and seconding one of them to the HR team at the beginning of the pandemic to provide additional contact and regular telephone and video conferencing support to furloughed workers. We increased our internal communication with staff and in addition, to support staff who had to home-school or who had additional childcare responsibilities during the pandemic, we consulted and collaborated with them to introduce more flexible working practices, adopting a 'best endeavours' approach to enable them to work around their commitments.

We held quarterly all-staff video conferences and monthly managers' video conferences which helped people stay connected despite working from home or being furloughed. All these initiatives were welcomed by staff, and reflected in the improved results from our annual, externally benchmarked employee survey and in the regular feedback provided through supervision and communication channels.

We had an average of 50 staff from Ormiston Families furloughed throughout the year, with the majority being prison staff. We were able to claim up to 80% of salary from the government's Coronavirus Job Retention Scheme and we further supported staff by topping up the remainder so that furloughed staff received their full salary throughout. Following a change in the rules from November 2020, we flexi-furloughed all staff who were on furlough, which meant that they were able to work the hours required and we were able to claim government support for the remainder. At the end of the financial year, we had 57 staff still on flexi-furlough, with numbers reducing rapidly as services re-opened.

In recognition of the diverse communities we serve, we are committed to continually assessing and improving our equality and diversity practices to become truly inclusive. This year, we have started working towards this with the appointment of an Equality, Diversity and Inclusion steering group and initial staff survey.

In April 2020 we had 93 volunteers and by the end of March 2021 we had 77. This reduction includes the loss of the children's centre volunteers, following the TUPE transfer of the service to Barnardo's. In addition, several long serving volunteers decided to discontinue volunteering after the pandemic, for various reasons including declining health and childcare issues.

All volunteers were stepped down initially. The only service that was able to reinstate volunteers was Small Steps Together, where volunteers helped to provide remote support to service users once this had been established by the team and this remained the case until March 2021. Volunteers in the prison visitor centres have not been able to return due to various lockdowns and other safety precautions such as removing the tea bar, children's toys etc. to create a safer environment for staff and visitors. Due to this, and the reduction of visiting families, these volunteer roles temporarily are not required.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

Volunteers were regularly made aware that they have access to our Employee Assistance Programme and MHFA team during the pandemic and provided with contact and access details. Many volunteers have stated how they are looking forward to getting back to their volunteer role and that they have missed the meaningful interaction they get from volunteering, as well as supporting staff and colleagues to deliver the much-needed services.

We would like to take this opportunity to thank all our staff and volunteers for the support and understanding shown in this difficult year. We look forward to your ongoing involvement in our important work as we move beyond the pandemic.

Ormiston Families pandemic year: Our approach to fundraising

This year, the pandemic turned many forms of our fundraising upside down. Income from fundraising events was immediately hit and fundraising partnerships with corporates had to be put on hold. However, the pandemic has taught us to be much bolder with our fundraising. At the outbreak we knew we had to spring into action to ensure our front-line services could continue to operate at a time when children, young people and their families needed us most.

In this challenging year, trusts and foundations gave vital funding to secure the future and in some cases the growth of some of our key services (Mpower, YouCanBe, Breaking Barriers and Small Steps Together). We are very grateful to those trusts who awarded us valuable Covid-19 emergency funding to support our core services.

Our wonderful supporters were so generous in response to our Covid-19 appeal, and we are grateful to those who took part in a range of virtual events. We have experienced new levels of generosity and learned so much about the people and organisations who have supported us for many years and those who supported us for the first time during this crisis.

Thank you to all our wonderful supporters who stood by us in this challenging year. It is only with your support that we can help open a door to a child's future.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

PLANS AND OBJECTIVES FOR 2021/22

Having successfully navigated through the worst of the pandemic, we are confident we have the adapted structures and additional capacity in place to quickly establish our previous pre-Covid-19 levels of delivery across all services as the communities we work in begin to open their doors again.

Although service user surveys are indicating that many young people and families prefer face to face interventions, the same individuals are acknowledging that remote interventions are meeting their primary needs, and in some cases are offering a more accessible service. This is reflected in an improvement of appointment attendance rates when using video-conferencing tools for sessions. Therefore, we will increasingly offer more people the option for remote interventions, which should also improve our reach and capacity. We anticipate that this will be reflected in the number of staff that are offered more flexible working patterns, with staff increasing working from home as well as in offices and varying their hours to better suit their own circumstances.

This approach will help to consolidate and enhance remote working expertise that staff have developed and provide us with greater resilience in the event of further Covid-19 outbreaks.

In accordance with our Ormiston Families' three-year plan, our priorities for 2021/22 include:

- Celebrating our 40th anniversary with a communications campaign that recognises the achievements of our staff and the families we have worked with in a manner that captures the imagination of external stakeholders, leading to increased awareness and support of our work.
- Embedding a new theory of change model help us improve our ability to demonstrate the impact of our work with children, young people and families.
- Enhancing our work with children and families affected by imprisonment. In particular by;
 - Introducing a regional management structure to our Breaking Barriers service and expanding with a new team in Hertfordshire.
 - Establishing and embedding our new Probation Family Support Service in Hertfordshire and Suffolk.
- Expanding our YouCanBe service for young women affected by adverse childhood experiences into at least one new county.
- Opening an Mpower service in Essex for women who have had at least one child taken into care.
- Establishing a new mental health service in Cambridgeshire and Peterborough, in partnership with Cambridgeshire and Peterborough (NHS) Foundation Trust, Cambridgeshire Community Services (NHS) and Centre 33 that expands the work of our current children and young people's mental health service (Point 1) in Norfolk.
- Expanding our Small Steps Together perinatal mental health service into at least one new county in the East of England region.
- Working with the Ormiston Academies Trust (OAT) to introduce an #iwill youth social action initiative into their academies with a view to growing this across all the OAT schools in future years.
- Building on our staff wellbeing and satisfaction progress, with continued improvements in communication and training and a review of our benefits and remuneration processes.
- Implementing an organisation wide plan to enhance our cyber security and GDPR processes.
- Preparing, in consultation with staff and other stakeholders, our 3-year strategy for 2022 – 2025.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

FINANCIAL REVIEW

2020/21 was a challenging year needing to manage the financial impacts from the pandemic whilst sustaining and expanding services where possible. Prioritising the provision of services for our beneficiaries we adopted a Covid-19 revised budget enabling an unrestricted funds deficit for the year. We also deferred previously planned capital expenditure during the year as much as possible to ensure that we maximised the resilience of our free reserves. To protect our service capacity when staff were unable to provide services, we applied for and received furlough grants from the Government Coronavirus Job Retention Scheme (CJRS). An accepted claim has been made on our business interruption insurance for the Covid-19 restrictions suffered by our nursery trading subsidiaries. An interim payment has been received and negotiations are continuing with the loss adjuster for the final settlement and period of claim. We have also successfully applied for support from the Government Coronavirus Business Interruption Loan Scheme (CBILS).

We received a significant increase in restricted funding during the year, particularly in the last quarter of the year which has contributed to the increase of our total income to £8,324k compared with £7,146k in 2019/20 and our income from charitable activities increasing to £6,936k compared with £5,278k in 2019/20. This includes restricted fund income from Government for charitable activities increasing by 96% during the year to £2,564k compared with £1,307k in 2019/20. Unrestricted charitable activity income benefitted from increased Government contract funding of £480k in the year which helped mitigate the reduction of £320k in customer fee income, primarily from lost tea bar sales income due to the temporary closure of the prison visitor centres, and reduced voluntary income. Voluntary income decreased to £111k compared with £611k in 2019/20 due to reductions in unrestricted general grants. Income from our nursery trading subsidiaries reduced to £996k from £1,120k in 2019/20 due to the reduction in occupancy caused by the pandemic.

Fundraising activities suffered from the effects of the pandemic. With the cancellation of all fundraising events and increasing competition for funds, priority was given to raising restricted funds for our charitable activities. The impact of this and the operating challenges faced by our nursery trading companies from the pandemic resulted in a headline net deficit from fundraising and trading of £311k for the year compared to a surplus of £243k in 2019/20.

The total surplus for the year of £898k (2019/20 - £7k) reflects the receipt of the additional restricted fund income to be carried forward to future expenditure within our charitable services, the total restricted funds surplus was £979k for the year (2019/20 - £158k surplus). The unrestricted funds deficit of £81k (2019/20 - £151k deficit) reflects our pandemic mitigation efforts to control this deficit while many unrestricted income sources declined.

Our nursery trading subsidiaries contributed a profit of £59k in the year (2019/20 - £57k) before management charges, rent and tax, after which the final profit was £12k (2019/20 - £3k). The charity continued to hold an investment of £110k in the equity shares of these trading subsidiaries during the year. At the year end, the subsidiaries held assets of £357k (2019/20 - £242k). Acquired Goodwill represented £28k (2019/20 - £46k). The charity was owed £44k (2019/20 - £20k) by the trading subsidiaries in relation to short-term working capital funding which has been repaid after the year end.

Restricted funds totalled £1,817k at the year end, increasing from £838k in 2019/20, reflecting the new funding received in the last quarter of the year.

The Board of Trustees have planned a breakeven budget for 2021/22 to continue our regionalised service strategy and prioritising support for the current needs of our beneficiaries. This was done in the knowledge of our successful CBILS loan support application, our balance sheet strength and continued funding from trusts and foundations. This will allow for additional spend to support continued delivery of our services in these challenging times. The group has taken advantage of available Government Covid-19 support funding, specifically £649k in CBILS loans, £88k in VAT payment deferral and £338k in CJRS furlough grants. All our childcare settings have continued trading throughout the pandemic within the constraints of temporary Government restrictions, supporting keyworkers during lockdown, and swiftly responding to the easing of lockdowns.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

Reserves policy

The Board of Trustees undertake regular reviews of the reserves levels compared to the reserves policy to ensure that the level of reserves held is appropriate to ensure the continuation of the Ormiston Families' activities. With Covid-19 and changes expected to the funding climate over the coming years, the trustees have a risk-based approach assessing the short and medium to long term risks to the organisation ensuring sustainable delivery of services to our beneficiaries. This acknowledges the current external environment and risks arising from cuts in statutory contract funding and the spread of funding received across a range of services and geographical areas.

The Board of Trustees agreed a long-term policy, based upon expected growth and risk profiles for statutory and non-statutory funded activities, for unrestricted free reserves of no less than £500k and no more than £1,000k. However, in response to the pandemic, the Board of Trustees have agreed a continuation of the planned temporary utilisation of unrestricted free reserves below long-term policy levels based upon the strength of our balance sheet and to prioritise the expenditure of our funds on our charitable beneficiaries, whilst maintaining long-term financial stability. In furtherance of this long-term stability, the Board of Trustees remain committed to the planned restoration of unrestricted free reserves to mid-policy levels within a reasonable timeframe as the UK economy recovers from the Covid-19 pandemic, whilst maintaining sufficient short-term working capital. The current view on "reasonable timeframe" is the timeframe required to repay the group CBILS facilities in full.

On 31 March 2021, the charitable group balance sheet remained strong, holding funds of £3,481k (2020 - £2,583k) of which £1,262k (2020 - £1,361k) is represented by fixed assets and investments. Unrestricted funds are £1,664k (2020 - £1,745k) with £1,262k (2020 - £1,361k) funding fixed assets, leaving unrestricted free reserves as of 31 March 2021 of £402k (2020 - £384k). Since 31 March 2021, CBILS debt of £550k has been drawn by the charity and £99k has been drawn by Ormiston Families Enterprises Limited.

Restricted funds are regularly reviewed by the trustees to ensure funds continue to be spent as intended within a reasonable time. The financial review contains details relating to the value of restricted funds held.

Investment policy

Our investment policy is based on the best use of cash investment assets and aims to get the best return whilst keeping these surpluses safe and liquid. The Board of Trustees, having regard to the liquidity requirements of the charity, keep funds in interest bearing deposits as far as is practicable in a low interest environment and does not expose them to excessive risk.

As well as bank balances, Ormiston Families has properties which are used for the direct charitable purposes of the charity and any surplus space arising within them is reviewed with a view to securing rental income.

Our investment policy is kept under review to prudently support changing needs for fixed asset investment and investment in income generation.

Going concern

The Group has undertaken a detailed three-year financial forecast assessing the ongoing financial impact of Covid-19 on its future operations and liquidity, including the receipt of CBILS support. This has included considering several 'downside' scenarios, such as delays to realising property disposal proceeds, the continuing limitations to carrying out interventions, future of commissioned service intentions, further potential risks of nursery closures and the general economic climate effect on fundraising income and tendering opportunities. In parallel the Charity continually reassesses its operations and business plans, undertakes cost reduction exercises when necessary as well as taking advantage of government support available, such as the CJRS.

Having reviewed the key risks facing Ormiston Families, as well as the cash flow forecast model and the expected level of reserves, for a period of at least 12 months from the date of approval of these financial statements, the Board of Trustees consider there are sufficient reserves held on 31 March 2021 to manage those risks and achieve the revised business plan. The Board of Trustees believe that Ormiston Families and the Group have adequate resources to fund their activities for the foreseeable future. Accordingly, the Board of Trustees are of the view that Ormiston Families and the Group are a going concern.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

Principal Risks and Uncertainties

This year, the Board of Trustees again reviewed and assessed the organisation's strategic, operational and governance risks including the additional influence of Covid-19 on them. They ensured that the major risks to which the charity and its trading subsidiaries are exposed, as identified by the trustees, have been reviewed and systems have been established to mitigate those risks.

The key risks and the mitigating steps taken from the risk register are summarised below:

Risk	Mitigation
Personnel loss	Annual review of remuneration policies alongside sector benchmarks Annual staff survey conducted, and recommendations enacted Staff appraisals conducted and individual & organisational development plans drawn up Trustee succession planning and annual reviews undertaken Employee forum engaged in reviewing and informing policies
Financial mismanagement	Financial systems and processes reviewed by trustees and external audits Finance team staff training maintained to ensure awareness of fraud risks and common scams Robust budgeting monitoring processes maintained
Reputational loss	Quality standards maintained with routine observations and audits Implementation of policies by service leads and senior leadership team Safeguarding and data protection training provided for all staff DBS checks undertaken on appointment and routinely sampled thereafter
Loss of Ormiston Trust funding and support	Regular informal and formal dialogue maintained with Ormiston Trust Ormiston Trust's continued presence on the Board of Trustees
Loss of major contract	Regular performance monitoring undertaken by managers and senior leadership Key performance indicators monitored by senior leadership Significant concerns reported quarterly to the Board of Trustees Regular dialogue, reporting and review, maintained with commissioners and delivery partner organisations at local and senior levels Pursuing complementary service contracts/grants that work alongside major contracts
Loss of infrastructural assets	Disaster recovery plans in place Insurance cover reviewed and updated Security of premises and fire protection reviewed Archived service user records held centrally in secure, fire-proof room Secure offsite hosting of IT infrastructure and data records Automated data back-up procedures in place Data protection training and testing, supported with the appointment of an external GDPR specialist consultancy Information governance processes in place and regularly reviewed Cyber security processes reviewed Ready access to specialist professional advice and support maintained
Adverse economic climate	Approved 2021/22 budget implemented with contingency mitigations in place to manage any further Covid-19 related expenditure or loss of income Covid-19 emergency and contingency funding secured to support resilience and recovery Reserves policy regularly reviewed Asset rich balance sheet maintained to facilitate borrowing if required Maintained market awareness through trustees and SLT Monitored Brexit developments to assess potential impacts and risks Consider strategic alliances/partnerships to share or reduce risk

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

Ormiston Families is a charitable company limited by guarantee and was set up by Memorandum and Articles of Association on 30 November 1992. The Board of Trustees completed a review of the Memorandum and Articles of Association in 2017. The revised Articles were approved by the Board and adopted by members in October 2017. In September 2019, a revision to the Articles was adopted by members to implement the Charity Commission's Charity Governance Code recommendations. In September and December 2020, further amendments were adopted to enable formal business to be conducted by electronic means such as the AGM by videoconference. Ormiston Families is a registered charity - number 01015716.

The objects of Ormiston Families are for the promotion of general charitable purposes, principally in the areas of the welfare of disadvantaged families, children, and young people. The founding charity, Ormiston Trust (of which Peter Murray and Diana Murray are trustees), is a grant making trust that continues to support Ormiston Families.

Method of appointment or election of trustees

The Board of Trustees is legally responsible for the governance and management of the charity. The Standing Orders set out the framework for the structure and processes of the Board. The Board of Trustees consists of not less than three trustees. There have been no trustee appointments or resignations since the previous year. New trustees are recruited by reason of the skills they offer, and we continue to review the membership of the Board of Trustees to ensure a strong balance of skills. The recruitment process is mindful of both the skills mix and diversity across the Board, to ensure the Board is reflective of the communities in which the Charity operates. Details of all our trustees can be found on our website at www.ormiston.org/who-we-are/

Trustees are appointed for a maximum of 9 consecutive years from the Annual General Meeting of first appointment, after which a break of at least 24 months must be taken. Our founder Peter Murray is excluded from this retirement provision and his service is preserved beyond 9 years. One third of the Board must retire at each Annual General Meeting. Retiring trustees are eligible for re-election subject to the maximum term of office.

During 2020/21 the Board of Trustees have continued their trustee review processes and board and committee self-assessment processes. The Governance Committee has also carried out an extensive review to ensure a high correlation of our structure and processes with the Charity Commission's Charity Governance Code.

Policies adopted for the induction and training of trustees

Once appointed, trustees undertake an induction programme, including attendance at an organisational induction day (for trustees and employees), participating in structured service visits and the receipt of organisational and statutory information in a trustee information pack. Further training is undertaken as needed. Training, as part of a Board of Trustees' meeting, is also undertaken at least twice during the year. Recent topics covered included, the fundraising code, safeguarding, data protection and Charity Commission's Charity Governance Code in addition to work across our projects.

Organisational structure and decision making

A written schedule of matters is reserved for decision by the whole Board of Trustees, including

- The formulation and implementation of strategy
- Overseeing the implementation of the strategy through annual operating plans and budgets
- Monitoring progress
- Accepting ultimate responsibility for the sound professional, legal, and financial management of the charity.

The Board of Trustees meets four times a year to carry out its responsibility for ensuring that the activities undertaken are in line with the objects of the charity. A quorum consists of not less than three members and decisions are reached by majority. During the year an additional meeting was held to discuss an offer received

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

for a CBILS loan. Average trustee attendance at board meetings was 90% during the year ended 31 March 2021 (2020 – 85%).

Matters not reserved for decision by the Board of Trustees are delegated either to one of the Board committees or to the chief executive and members of the senior leadership team via the organisation's scheme of delegation. The chief executive and members of the senior leadership team are detailed on page 42.

The Board of Trustees has four committees, with terms of reference, whose members during the year to 31 March 2021 are listed below:

Resources Committee - reviews and agrees the annual budget, the annual report, and accounts ready for approval by the Board. It is responsible for agreeing all loans and repayments, major acquisitions, or disposals, ensuring adequate organisational finance systems are in place. Liaising with and receiving reports from the external auditors, approving any significant changes in accounting policies or practices. Setting the organisation's reserves policy, agreeing any significant decisions relating to organisational restructures, management structures, remuneration and benefits for approval by the Board of Trustees and on any other significant human resources matters.

The resources committee met 5 times during the year during the year ended 31 March 2021, this included one additional meeting in April 2020 to discuss the expected Covid-19 impact and mitigation.

Members: Hannah Catchpool (chair), Peter Murray (until 14/10/2020), Stephen Bennett, Simon Walker and Stephen West.

In attendance: Chief executive, finance director and company secretary, operations director, commercial director, director of people and organisational development.

Governance and Risk Committee - reviews the charity's governance and advises the Board of Trustees accordingly. This committee will confirm to the full Board of Trustees that the major risks to which the charity is exposed, as identified by the trustees, have been reviewed and systems have been established to mitigate those risks.

The governance committee met 4 times during the year ended 31 March 2021.

Members: Simon Walker (chair), Hannah Catchpool, Miranda Kendall, Catherine McLaughlin, Stephen West, and Gail Tolley (from 17/08/2020).

In attendance: Chief executive, finance director and company secretary, operations director.

Income Generation Committee - oversees, monitors, and reports back to the Board of Trustees on Ormiston Families' income generation plans and activities, ensuring that appropriate policies, processes and systems are in place.

The income generation committee met 4 times during the year ended 31 March 2021.

Members: Julie Spence (chair), Peter Murray, Rosie Gutteridge, Miranda Kendall, and Diana Murray.

In attendance: Chief executive, director of income generation and marketing, finance director and company secretary.

Remuneration Committee - meets as required to devise, implement, and monitor the remuneration policy for the chief executive, senior leadership team and set terms and conditions for key management personnel. The committee also meets on an ad-hoc basis during the year as and when senior management team remuneration needs to be considered and does this alongside both group and charity performance and benchmarking data in order to have informed discussions and make decisions.

Members: Board chair, Board vice chair and chair of the Resources Committee

The remuneration committee met virtually once during the year ended 31 March 2021.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

The Board's key responsibilities in respect of key management personnel remuneration are:

- to monitor the framework for remuneration
- to have oversight of and implement the remuneration policy against which the senior leadership team and staff remuneration is determined
- in consultation with the Remuneration Committee, approve the chief executive's remuneration in line with the remuneration policy
- to commission external market information on salary and remuneration packages to assist comparison and benchmarking with best practice
- to approve the design of and determine targets for any performance-related pay to review the ongoing appropriateness and relevance of the remuneration policy

Related Parties

All decisions taken by the Board of OFEL and BMDN, Ormiston Families' trading subsidiaries, are in line with the parent charity's objects and any conflicts of interest are managed and addressed within the Group's best interest. The trustees and senior leadership team all operate transparently and declare all potential conflicts at each meeting and where conflicts of interest or loyalty exist, step out from decisions when appropriate.

Peter Murray and Diana Murray are trustees of Ormiston Trust, a grant-making trust that continues to provide vital and significant support to Ormiston Families each year. Processes are in place to manage these and other potential conflicts of interest, transactions are detailed in note 26.

Our commitment to high standards of fundraising

Our Board of Trustees and Senior Leadership Team are fully committed to building relationships and trust with all our supporters. They, together with our Income Generation Committee, monitor significant risks and ensure they are being properly addressed.

We never buy in any data lists for fundraising, and we do not sell or share supporter details with any other individuals or organisations. We have processes in place to ensure that we do not overwhelm our supporters with information, and our supporter communications are primarily designed to inform our donors about the progress of our work on behalf of children, young people, and their families. We do not employ professional fundraising agencies and all our activities are planned and delivered in house by our income generation team.

We are committed to the highest standards of professional fundraising. We are a member of the Fundraising Regulator and adhere to its Code of Practice, Fundraising Promise, and complaints process. We take our responsibilities to our supporters very seriously and make sure that they can control how they hear from us as well as ensuring that we are complying with UK GDPR and the Data Protection Act 2018.

Once again, this year, we did not receive any complaints and we have guidelines in place for fundraising from vulnerable people and will never put pressure on anybody to donate.

Our commitment to the environment

At Ormiston Families we acknowledge that global warming is a real and growing threat to the environment. We recognise that many of our activities contribute to climate change and may also have other unintended consequences on the environment. In keeping with our vision of a world where families feel safe, healthy, and resilient, Ormiston Families is committed to developing working practices that minimise environmental damage and help protect the planet to provide a brighter future for us all.

Policy Principles:

- All Ormiston Families staff and volunteers are encouraged to take personal responsibility for considering the environmental impact of all their activities, practices, and procedures.
- We are proactive in minimising our production of waste by reusing or recycling materials.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

- We will monitor and reduce the environmental impact of fossil fuel dependent modes of transport by encouraging the use of travel options that minimise environmental impact in addition to exploring new ways of delivering our work sustainably.
- We will build an environmentally friendly work culture through regular internal communication and stakeholder engagement.
- We will ensure that consideration is given to purchasing environmentally sustainable products and services and develop sustainable supply chains by using suppliers that have environmental standards compatible with our own.
- We have robust procurement procedures and policies in place so that the environment is considered as part of our decision-making processes.

Last year, at the height of the pandemic, 69% of our workforce who were not on furlough successfully managed to work from home. Correspondingly, our business travel expenses dropped dramatically, and our remote working delivery of services also meant that many of the children, young people, and families we worked with did not have to travel to meet with us either. With this, and many of our offices being closed, our carbon footprint for 2019/20 would not provide a useful benchmark when measured alongside a non-Covid-19 year. However, we are keen to apply the environmental learning to our future thinking and practice.

In 2019, in an externally conducted survey (Charity Pulse), only 20% of staff agreed to the statement '*This charity is doing everything it can to reduce its impact on the environment*'. Whilst we acknowledge we still have significant scope to improve, in response to the same survey in 2020, 37% of staff agreed with the statement.

Environmental objectives for the financial year 2021/22

To actively engage staff in reviewing the lessons learned during the pandemic and develop an action plan for improving our ongoing impact on the environment, and then;

- Implement the changes that require manageable costs or resources within the year.
- Set targets for longer term changes where further action is needed to overcome any additional barriers to immediate implementation.
- Monitor and report on our progress throughout the year.
- Undertake an organisational carbon footprint impact assessment for 2020/21 to enable us to monitor progress in future years.
- Prepare a new action plan for 2022/23.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

Acknowledgements

The Board of Trustees would like to acknowledge the commitment and dedication of all employees and volunteers, which is demonstrated in the high quality of our work with children, young people, and families this year.

Equally, we would like to take this opportunity to thank the many individuals, funding bodies and community groups who have supported our work this year. Particular gifts and grants are acknowledged in accordance with their terms below.

PRINCIPAL FUNDING

Principal funders are Norfolk County Council, Norfolk and Waveney Clinical Commissioning Group, Her Majesty's Prison and Probation Service, Ormiston Trust and Cambridgeshire County Council. These funders provide a variety of both unrestricted grants, contract income and restricted funding.

Our work is only possible due to our dedicated supporters and the companies, charitable trusts and foundations, which continue to partner with us. To everyone involved, we cannot thank you enough.

The charity is grateful for the support from the following charitable trusts and foundations and statutory bodies during the year:

Augustine Courtauld Trust
Bedfordshire Police and Crime Commissioner
Cambridge Community Fund
Cambridgeshire Community Foundation
Children in Need
CPF Trust
East of England Co-op
Essex Community Foundation
Essex Police, Fire and Crime Commissioner
Essex Youth Trust
Four Acre Trust
Garfield Weston Foundation
Geoffrey Watling charity
Hudson Foundation
John Laing Charitable Trust
Linder Foundation
Martin Laing Foundation
Mercers Company
N Smith Charitable Trust
National Lottery
Nichol Young Foundation
Norfolk Community Foundation
Ormiston Trust
Pilgrim Trust
Rank Foundation
Ranworth Trust
Rayne Foundation
Sobell Foundation
St James's Place Foundation
Suffolk Community Foundation
Tesco – Bags of help

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2021

STATEMENT OF RESPONSIBILITIES IN RESPECT OF THE TRUSTEES' ANNUAL REPORT AND THE FINANCIAL STATEMENTS

The trustees (who are also directors of Ormiston Families 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 directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they 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 that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP FRS102;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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 are sufficient to show and explain the charitable company and the group's transactions and 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Disclosure of information to auditor

Each of the persons who are trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as that trustee is aware, there is no relevant audit information of which the charitable company's auditor are unaware, and
- the trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any relevant audit information and to establish that the auditor is aware of that information.

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

The Trustees' Report, incorporating the Directors' Report, was approved by the trustees on 17th September 2021 and signed on their behalf by:



Robert Parkinson, Chair

ORMISTON FAMILIES

(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ORMISTON FAMILIES FOR THE YEAR ENDED 31 MARCH 2021

Opinion

We have audited the financial statements of Ormiston Families (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

Independent Auditor's Report to the Members of Ormiston Families (continued)

Other information (continued)

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.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report, incorporating the Director's Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement in the Trustees' Report, 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 group's and parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

Independent Auditor's Report to the Members of Ormiston Families (continued)

Auditor's responsibilities for the audit of the financial statements

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.

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

We gained an understanding of the legal and regulatory framework applicable to the charitable company and how it operates and considered the risk of the group and the parent charitable company not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements. In relation to the group and the parent charitable company this included employment law, financial reporting and health & safety.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified these included the following:

- We reviewed systems and procedures to identify potential areas of management override risk. In particular, we carried out testing of journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions to identify large or unusual transactions.
- We reviewed key authorisation procedures and decision making processes for any unusual or one-off transactions.
- We reviewed minutes of Trustee Board meetings and agreed the financial statement disclosures to underlying supporting documentation.
- We have made enquiries of management and officers of the parent charitable company regarding laws and regulations applicable to the organisation.
- We reviewed the risk management processes and procedures in place including a review of the Risk Register and Board assurance reporting.
- We have reviewed any correspondence with the Charity Commission and reviewed the procedures in place for the reporting of incidents to the Trustee Board including serious incident reporting of any such matters if necessary.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

Independent Auditor's Report to the Members of Ormiston Families (continued)

Auditor's responsibilities for the audit of the financial statements (Continued)

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

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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of this Report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members 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 members, for our audit work, for this report, or for the opinions we have formed.



Helena Wilkinson (Senior Statutory Auditor)
For and on behalf of

PRICE BAILEY LLP

Chartered Accountants Statutory Auditors

Tennyson House
Cambridge Business Park
Cambridge
CB4 0WZ

Date: 3 November 2021

Ormiston Families

Consolidated Statement of Financial Activities (incorporating Income and Expenditure Account) for the year ended 31 March 2021

		Unrestricted Funds	2021 Restricted Funds	Total	Unrestricted Funds	2020 Restricted Funds	Total
Note	£000	£000	£000	£000	£000	£000	£000
Income from:							
Donations and Legacies	2	92	19	111	606	5	611
Charitable activities	3						
Families		2,680	3,014	5,694	2,279	1,552	3,831
Justice		974	268	1,242	1,169	278	1,447
Charitable activities sub total		3,654	3,282	6,936	3,448	1,830	5,278
Other trading activities	4	1,039	-	1,039	1,208	2	1,210
Investments	6	-	-	-	7	-	7
Other income	6	238	-	238	40	-	40
Total		5,023	3,301	8,324	5,309	1,837	7,146
Expenditure on:							
Raising funds	7,8	1,461	-	1,461	1,578	-	1,578
Charitable activities	7,8						
Families		2,416	2,057	4,473	2,596	1,502	4,098
Justice		1,227	265	1,492	1,286	177	1,463
Charitable activities sub total		3,643	2,322	5,965	3,882	1,679	5,561
Total		5,104	2,322	7,426	5,460	1,679	7,139
Net income for the year		(81)	979	898	(151)	158	7
Net movement in funds		(81)	979	898	(151)	158	7
Reconciliation of funds							
Total funds brought forward		1,745	838	2,583	1,896	680	2,576
Total funds carried forward	19	1,664	1,817	3,481	1,745	838	2,583

All activities relate to continuing operations. All gains and losses recognised in the year are included in the Consolidated Statement of Financial Activities (SOFA).

The notes on pages 28-41 form part of these financial statements.

Ormiston Families

Group and Company Balance Sheets as at 31 March 2021

Company Number 02769307

	Notes	Group		Company	
		2021 £000	2020 £000	2021 £000	2020 £000
Fixed assets					
Intangible assets	12	28	46	-	-
Tangible assets	13	1,120	1,201	1,120	1,201
Investments	14	114	114	110	110
Current assets					
Stock	15	4	10	4	10
Debtors	16	1,528	671	1,520	679
Cash at bank and in hand		1,499	1,093	1,339	1,051
		3,031	1,774	2,863	1,740
Liabilities					
Creditors: Amounts falling due within one year	17	(722)	(552)	(576)	(424)
Net current assets		2,309	1,222	2,287	1,316
Total assets less current liabilities		3,571	2,583	3,517	2,627
Creditors: Amounts falling due after more than one year	18	(90)	-	-	-
Net assets		3,481	2,583	3,517	2,627
Funds of the Charity:					
Restricted funds	19	1,817	838	1,817	838
Unrestricted funds	19	1,664	1,745	1,700	1,789
Total funds		3,481	2,583	3,517	2,627

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

The financial statements were approved by the trustees, and authorised for issue on 17th September 2021 and are signed on their behalf by:



Robert Parkinson (Sep 17, 2021, 1:08pm)
Chair



Hannah Catchpool (Sep 17, 2021, 1:08pm)
Trustee

The notes on pages 28-41 form part of these financial statements.

Ormiston Families

Consolidated Statement of Cash Flows for the year ended 31 March 2021

	Notes	2021 £000	2020 £000
Cash flows from operating activities			
Net cash provided by operating activities	22	<u>311</u>	<u>24</u>
Cash flows from investing activities			
Net interest received		-	7
Purchase of tangible fixed assets		<u>(5)</u>	<u>(11)</u>
Net cash (used in)/provided by investing activities		<u>(5)</u>	<u>(4)</u>
Cash flows from financing activities			
Receipts from new borrowings taken out during the year: bounce back loans		<u>100</u>	-
Net cash used in financing activities		<u>100</u>	<u>-</u>
Change in cash and cash equivalents in the reporting period		<u>406</u>	<u>20</u>
Cash and cash equivalents at 1 April 2020		1,093	1,073
Cash and cash equivalents at 31 March 2021	23	<u>1,499</u>	<u>1,093</u>

Analysis of changes in net debt

	1st April 2020 £000	Cash flows £000	Other non-cash changes £000	31st March 2021 £000
Cash and cash equivalents				
Cash	<u>1,093</u>	406	-	<u>1,499</u>
	<u>1,093</u>	406	-	<u>1,499</u>
Borrowings				
Loans due within one year	-	(10)	-	(10)
Loans due after one year	-	(90)	-	(90)
	-	<u>(100)</u>	-	<u>(100)</u>
Total	<u>1,093</u>	306	-	<u>1,399</u>

The notes on pages 28-41 form part of these financial statements.

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2021

1 ACCOUNTING POLICIES

1.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements are prepared in sterling which is the functional currency of the company and group. Exemption under FRS 102 has been taken not to prepare a separate charity entity cashflow statement, these cashflows are included within the group cashflow statement on page 27.

Ormiston Families meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy. The financial statements are rounded to the nearest £'000.

1.2 BASIS OF CONSOLIDATION

The financial statements consolidate the accounts of Ormiston Families and its subsidiary undertakings ('subsidiaries'), Ormiston Families Enterprises Limited and Blois Meadow Day Nursery Limited.

The charity has taken advantage of the exemption contained within 408 of the Companies Act 2006 not to present its own Income and Expenditure Account.

The income and expenditure account for the year dealt with in the accounts of the charity showed net income of £890,000 (2020 - £29,000).

1.3 COMPANY STATUS

The charity is a company limited by guarantee. The members of the charity are the Trustees named on page 42. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The number of members at 31st March 2021 was 12 (2020 - 12).

1.4 SIGNIFICANT JUDGEMENTS AND AREAS OF ESTIMATION DUE TO UNCERTAINTY

The most significant area of judgement and key assumptions are related to estimating the useful economic life of fixed assets. Depreciation is charged annually in accordance with the depreciation rates detailed below (note 1.9). Impairment of assets is considered annually and provided for as required. Goodwill is amortised over the relevant property lease period to which it relates, this is currently 6.5 years. Fixed Asset investments are reviewed and adjusted for impairment based upon a review of expected rates of return on investment and risk adjusted valuations of their future customer revenue. The Trustees judgement is that the company continues as a going concern (note 1.8). As part of this judgement they have considered the current reserves position and alongside this the plans implemented to spend down and restore free reserves within reasonable timescales including the effects of grants, loans and other support available resulting from the Covid-19 pandemic.

1.5 FUND ACCOUNTING

General funds are unrestricted funds which 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 unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs 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.

1.6 INCOME

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

Grants and donations are only included when the charity has unconditional entitlement to the resources.

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2021

(continued)

1 ACCOUNTING POLICIES (continued)

1.6 INCOME (continued)

Investment income is included on a receivable basis.

Trading income represents fees and management charges receivable by Ormiston Families Enterprises Limited trading as "Payout" and Blois Meadow Day Nursery Limited trading as "Payout Steeple Bumpstead" in respect of their provision of nursery services. Income is recognised in the period to which it relates.

1.7 EXPENDITURE

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

Trading expenditure represents costs incurred and the provision of nursery services by Ormiston Families Enterprises Limited and Blois Meadow Day Nursery Limited.

Support costs, including governance costs, are those costs incurred directly in support of expenditure on the objects of the charity. Support costs are allocated firstly in line with individual project income agreement provisions and the remaining balance by gross salary costs as a good approximation to the use made by projects. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

All expenditure is inclusive of irrecoverable VAT.

1.8 GOING CONCERN

The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Having reviewed the key risks facing Ormiston Families, as well as the cash flow forecast model, Government CBILS loan support and the expected level of reserves, the Trustees consider there are sufficient reserves held at 31 March 2021 to manage those risks and achieve the revised business plan. The Trustees believe that Ormiston Families and the Group have adequate resources to fund their activities for the foreseeable future. Accordingly, the Trustees are of the view that Ormiston Families and the Group are a going concern.

1.9 TANGIBLE FIXED ASSETS AND DEPRECIATION

All assets costing more than £500 are capitalised.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets except freehold land, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	-	Over 50 years
Leasehold Property	-	Over the lease term
Fixtures and fittings and office equipment	-	15% to 50% straight line
Assets under construction	-	No depreciation

1.10 INTANGIBLE FIXED ASSETS AND DEPRECIATION

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

All intangible assets are considered to have a finite useful life. The current intangible assets are goodwill for which the useful life is estimated to be the lower of the minimum lease period for the business activity to which they relate or 10 years.

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2021

(continued)

1 ACCOUNTING POLICIES (continued)

1.11 INVESTMENTS

Investments in subsidiaries are valued at cost less provision for impairment.

1.12 OPERATING LEASES

Rentals under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

1.13 STOCKS

Purchased stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

1.14 DEBTORS

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

1.15 CASH AT BANK AND IN HAND

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.16 LIABILITIES AND PROVISIONS

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

1.17 FINANCIAL INSTRUMENTS

The group 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. Other specific measurements are as follows;

Tangible Fixed Assets - depreciated cost (note 13)

Investments - open market value (note 14)

Goodwill - amortised cost (note 12)

All assets are subject to annual impairment review and adjusted accordingly if necessary.

All assets and liabilities are therefore stated in the accounts at their fair value.

1.18 PENSIONS

The group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the group to the fund in respect of the year, treated as an expense in the Consolidated Statement of Financial Activities.

1.19 Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Ormiston Families
Notes to the Financial Statements for the year ended 31 March 2021
(continued)

2 Income from donations and legacies

	2021			2020		
	Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	£000	£000	£000	£000	£000	£000
Donations	56	12	68	43	5	48
Trust funding	36	7	43	13	-	13
Ormiston Trust general grant	-	-	-	550	-	550
	92	19	111	606	5	611

3 Income from charitable activities

	2021			2020		
	Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	£000	£000	£000	£000	£000	£000
Government funding	3,560	2,564	6,124	3,080	1,307	4,387
Customer fees	20	125	145	340	63	403
Trust funding	-	409	409	-	461	461
Ormiston Trust project funding	11	184	195	2	-	2
Other grant funding	63	-	63	26	(1)	25
	3,654	3,282	6,936	3,448	1,830	5,278

There are no unfulfilled conditions at the year end relating to Government funding.

4 Income from other trading activities

	2021			2020		
	Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	£000	£000	£000	£000	£000	£000
Fundraising events	3	-	3	43	1	44
Trading subsidiary activities (note 5)						
Ormiston Families Enterprises Ltd	746	-	746	840	-	840
Blois Meadow Day Nursery Ltd	250	-	250	280	-	280
Rent	40	-	40	45	1	46
	1,039	-	1,039	1,208	2	1,210

5 Trading subsidiary activities

	2021	2020
	Unrestricted Funds £000	Unrestricted Funds £000
Trading income		
Nursery income	891	1,120
Other income - furlough grants	105	-
	996	1,120
Trading expenses		
Direct costs	213	265
Wages and salaries	775	806
	988	1,071
Net income from trading activities excluding intercompany charges	8	49

Included within government furlough grants is £3,800 received after the year end, none of this income has been subject to clawback by HMRC.

Ormiston Families
Notes to the Financial Statements for the year ended 31 March 2021
(continued)

6 Investment income

	2021			2020		
	Unrestricted Funds £000	Restricted Funds £000	Total £000	Unrestricted Funds £000	Restricted Funds £000	Total £000
Short term deposits	-	-	-	7	-	7
	-	-	-	7	-	7

Other income

	2021			2020		
	Unrestricted Funds £000	Restricted Funds £000	Total £000	Unrestricted Funds £000	Restricted Funds £000	Total £000
Government furlough grants	233	-	233	-	-	-
Other	5	-	5	40	-	40
	<u>238</u>	<u>-</u>	<u>238</u>	<u>40</u>	<u>-</u>	<u>40</u>

Included within government furlough grants is £25,833 received after the year end, none of this income has been subject to clawback by HMRC.

7 Expenditure by type

Raising funds

	2021			2020		
	Unrestricted Funds £000	Restricted Funds £000	Total £000	Unrestricted Funds £000	Restricted Funds £000	Total £000
Cost of fundraising to generate voluntary income						
Wages and salaries	356	-	356	315	-	315
Events and other activity costs	117	-	117	192	-	192
Total fundraising costs	473	-	473	507	-	507

Cost of trading to generate funds

Trading subsidiary activities (note 5)	988	-	988	1,071	-	1,071
	<u>1,461</u>	<u>-</u>	<u>1,461</u>	<u>1,578</u>	<u>-</u>	<u>1,578</u>

Expenditure on charitable activities

Wages and salaries	1,746	1,411	3,157	1,507	1,081	2,588
Other direct costs	1,445	500	1,945	1,837	424	2,261
Support costs	452	411	863	538	174	712
	<u>3,643</u>	<u>2,322</u>	<u>5,965</u>	<u>3,882</u>	<u>1,679</u>	<u>5,561</u>
	<u>5,104</u>	<u>2,322</u>	<u>7,426</u>	<u>5,460</u>	<u>1,679</u>	<u>7,139</u>

8 Expenditure by activities

	2021			2020		
	Activities undertaken directly £000	Support costs £000	Total £000	Activities undertaken directly £000	Support costs £000	Total £000
Raising funds	1,378	83	1,461	1,507	71	1,578
Charitable activities						
Families	3,878	595	4,473	3,602	496	4,098
Justice	1,307	185	1,492	1,247	216	1,463
	<u>6,563</u>	<u>863</u>	<u>7,426</u>	<u>6,356</u>	<u>783</u>	<u>7,139</u>

Support costs are allocated based upon staff costs incurred within services.

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2021 (continued)

9 Analysis of support costs

	2021			2020		
	Governance	Support	Total	Governance	Support	Total
	£000	Costs	£000	£000	Costs	£000
Expenditure by activities						
Wages & salaries	63	441	504	48	327	375
Recruitment, travel & other staff related	1	58	59	3	52	55
Property	-	91	91	-	141	141
IT & Communications	-	122	122	-	110	110
Insurance	-	33	33	-	31	31
Professional fees and memberships	17	15	32	18	37	55
Print, post, stationery & admin.	1	19	20	-	14	14
Depreciation	-	2	2	-	2	2
	82	781	863	69	714	783

10 Net income / (expenditure)

Net income/(expenditure) for the period is stated after charging:

	2021	2020
	£000	£000
Depreciation of tangible fixed assets		
- owned by the charity	86	122
- owned by the subsidiary company	-	1
Amortisation of intangible fixed assets	18	18
Operating lease rentals		
- plant and machinery	5	13
- other operating leases	113	122
Fees payable to auditor for :		
- audit of the charity	10	10
- audit of the subsidiary companies	7	7
- other services	3	2
	232	285

11 Staff

a Staff costs

	2021	2020
	£000	£000
Wages and salaries	4,346	3,654
Social security costs	291	267
Pension costs	154	138
	4,791	4,059
Statutory redundancy payments upon project restructuring	1	25

Redundancy payments were authorised in circumstances when there was no suitable alternative role available for a member of the team following an organisational restructure. Redundancy payments are calculated based upon statutory rates.

b Staff numbers

The average number of employees during the year was as follows:

	2021	2020
	No.	No.
Families	99	87
Justice	57	59
Operations	7	5
Enterprise	45	51
Corporate	28	29
	236	231

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2021

(continued)

11 Staff

b Staff numbers (continued)

The average full time equivalent number of employees during the year was as follows:

	2021	2020
	No.	No.
Families	80	59
Justice	27	24
Operations	4	5
Enterprise	40	41
Corporate	23	20
	<u>174</u>	<u>149</u>

c Higher paid staff

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2021	2020
	No.	No.
In the band £60,001 - £70,000	1	3
In the band £70,001 - £80,000	3	-
In the band £90,001 - £100,000	-	1
In the band £100,001 - £110,000	<u>1</u>	<u>-</u>

The employer pension contributions relating to these staff amounted to £26,910 during the year (2020 - £29,879)

d Key management personnel

The key management personnel of the charity comprise the trustees and the senior leadership team as listed on page 42. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the charity was £469,381 (2020 - £412,277).

Trustees are not remunerated for their services and are only reimbursed expenses representing travel, subsistence, postage and training in their official capacity. During the year 2 (2020 - 4) Trustees were reimbursed expenses totalling £248 (2020 - £2,221)

12 Intangible fixed assets

Group	Goodwill	Total
Cost	£000	£000
At 1 April 2020	119	119
Additions	-	-
At 31 March 2021	<u>119</u>	<u>119</u>
Amortisation		
At 1 April 2020	73	73
Charged in year	18	18
At 31 March 2021	<u>91</u>	<u>91</u>
Carrying amount		
At 31 March 2020	46	46
At 31 March 2021	<u>28</u>	<u>28</u>

This Goodwill was acquired by and is held by the charity's trading subsidiary, Ormiston Families Enterprises Limited in respect of trading nursery acquisitions. This goodwill includes items such as customer lists and trading names.

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2021

(continued)

13 Tangible Fixed Assets GROUP

	Freehold land and buildings £000	Leasehold land and buildings £000	Fixtures, fittings and equipment £000	Total £000
Cost				
At 1 April 2020	1,212	412	618	2,242
Additions	-	-	5	5
Disposals	-	(5)	-	(5)
At 31 March 2021	<u>1,212</u>	<u>407</u>	<u>623</u>	<u>2,242</u>
Depreciation				
At 1 April 2020	216	347	478	1,041
Charged in year	22	15	49	86
Disposals	-	(5)	-	(5)
At 31 March 2021	<u>238</u>	<u>357</u>	<u>527</u>	<u>1,122</u>
Net book values				
At 31 March 2020	996	65	140	1,201
At 31 March 2021	<u>974</u>	<u>50</u>	<u>96</u>	<u>1,120</u>

CHARITY

	Freehold land and buildings £000	Leasehold land and buildings £000	Fixtures, fittings and equipment £000	Total £000
Cost				
At 1 April 2020	1,212	412	607	2,231
Additions	-	-	5	5
Disposals	-	(5)	-	(5)
At 31 March 2021	<u>1,212</u>	<u>407</u>	<u>612</u>	<u>2,231</u>
Depreciation				
At 1 April 2020	216	347	467	1,030
Charged in year	22	15	49	86
Disposals	-	(5)	-	(5)
At 31 March 2021	<u>238</u>	<u>357</u>	<u>516</u>	<u>1,111</u>
Net book values				
At 31 March 2020	996	65	140	1,201
At 31 March 2021	<u>974</u>	<u>50</u>	<u>96</u>	<u>1,120</u>

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2021 (continued)

14 Fixed asset investments

Company name	Percentage shareholding
Ormiston Families Enterprises Limited	100

The principal activity of the subsidiary company is the provision of nursery services.

Within the charitable company balance sheet, the investment in the subsidiary is held at a cost of £110,001 (2020 - £110,001). In August 2017 Ormiston Families Enterprises Limited acquired the entire equity share capital of Blois Meadow Day Nursery Limited at a cost of £149,286, in 2018-19 this value reduced to £114,310 with an impairment charge of £34,976 during the year.

Subsidiary trading company investments by holding company	Ormiston Families		Ormiston Families Enterprises Ltd	
	2021 £000	2020 £000	2021 £000	2020 £000
Ormiston Families Enterprises Limited	110	110	-	-
Blois Meadow Day Nursery Limited	-	-	114	114
Total	110	110	114	114

A summary of the results of the subsidiary companies is shown below:

Profit and Loss

	Ormiston Families Enterprises Ltd		Blois Meadow Day Nursery Ltd	
	2021 £000	2020 £000	2021 £000	2020 £000
Turnover	651	840	213	280
Cost of sales	(641)	(511)	(193)	(242)
Gross Profit	10	329	20	38
Administrative expenses	(139)	(300)	(45)	(60)
Other operating income	135	-	37	-
Operating profit	6	29	12	(22)
Interest payable and similar expenses	(1)	-	(1)	-
Corporation tax charge	(4)	(4)	-	-
Profit for the year	1	25	11	(22)

Balance Sheet

	Ormiston Families Enterprises Ltd		Blois Meadow Day Nursery Ltd	
	2021 £000	2020 £000	2021 £000	2020 £000
Intangible fixed assets	142	160	-	-
Tangible fixed assets	-	-	-	-
Current assets	149	63	66	19
Current liabilities	(136)	(113)	(26)	(35)
Creditors falling due after more than one year	(45)	-	(45)	-
Net assets	110	110	(5)	(16)
Share capital and reserves	110	110	(5)	(16)

The Directors of Blois Meadow Day Nursery Limited recognised the technical insolvency of the company resulting from challenging trading conditions. Following implementation of a restructure the company's trading performance has improved. A letter of support was sought from and granted by Ormiston Families Enterprises Limited.

Additional nil value shareholding

The charity also holds 33 ordinary shares in The Quadrangle Centre Limited, title to these shares came with the freehold property acquisition of Unit 17, The Quadrangle Centre, Ipswich. The Quadrangle Centre Limited is a management company for the whole Quadrangle Centre of which Unit 17 is one part.

Other shareholdings

The charity holds 100% of the issued share capital, being one £1 ordinary share in each company, of the following 7 dormant subsidiary companies; Playout Group Limited, Playout Childcare Limited, Playout Education Limited, Playout Childcare and Education Limited, Playout Nurseries Limited, Playout Holiday Clubs Limited, Playout Nurseries and Holiday Clubs Limited.

Ormiston Families
Notes to the Financial Statements for the year ended 31 March 2021
(continued)

15 Stock

	Group		Charity	
	2021	2020	2021	2020
	£000	£000	£000	£000
Merchandise	4	10	4	10

16 Debtors

	Group		Charity	
	2021	2020	2021	2020
	£000	£000	£000	£000
Trade debtors	1,258	535	1,258	554
Amounts owed by group undertakings	-	-	44	20
Other debtors	6	12	6	11
Prepayments and accrued income	264	124	212	94
	1,528	671	1,520	679

Contingent asset – legacy income

As at 31 March 2021 the charity had been notified of a £150,000 (2020: £nil) residuary legacy and £nil (2020: £nil) pecuniary legacies, however this legacy did not meet the charity's recognition criteria and has therefore not been accrued.

17 Creditors: Amounts falling due within one year

	Group		Charity	
	2021	2020	2021	2020
	£000	£000	£000	£000
Loans - Bounce Back	10	-	-	-
Trade creditors	248	203	190	176
Corporation tax	4	4	-	-
Other taxation and social security	299	157	290	150
Amounts owed to group undertakings	2	-	2	-
Other creditors	6	6	-	-
Accruals	146	174	87	93
Deferred income	7	8	7	5
	-	-	-	-
	722	552	576	424

Deferred income

	Group		Charity	
	2021	2020	2021	2020
	£000	£000	£000	£000
Deferred income at 1 April 2020	8	108	5	20
Released from previous years	(8)	(108)	(5)	(20)
Resources deferred in the year	7	8	7	5
Deferred Income at 31 March 2021	7	8	7	5

Deferred income relates to performance related grants received in advance of the conditions having been met, fundraising event income and nursery fees received in advance for which entitlement has not been met.

18 Creditors: Amounts falling due after more than one year

£90,000 for Bounce Back loans provided to trading subsidiary companies under the Government Covid-19 support schemes (2020 - £nil). The loans are a UK Government backed scheme, repayable in 6 years and carrying a fixed interest rate of 2.5% per annum. The loans are repayable as follows;

	Group		Charity	
	2021	2020	2021	2020
	£000	£000	£000	£000
Amounts due between one and two years	20	-	-	-
Amounts due between two and five years	60	-	-	-
Amounts due after five years	10	-	-	-
	90	-	-	-

Ormiston Families
Notes to the Financial Statements for the year ended 31 March 2021
(continued)

19 Statement of funds - Group

2020-21	Brought forward £'000	Income £'000	Expenditure £'000	Transfers in/(out) £'000	Carried forward £'000
Designated funds					
Tangible fixed assets	1,201	-	-	(81)	1,120
Unrestricted funds					
General fund	422	3,987	(4,076)	109	442
Ormiston Families Enterprises Limited	138	786	(789)	(28)	107
Blois Meadow Day Nursery Limited	(16)	250	(239)	-	(5)
	544	5,023	(5,104)	81	544
Total unrestricted funds	1,745	5,023	(5,104)	-	1,664
Restricted funds					
Families	646	3033	(2,057)	-	1622
Justice	192	268	(265)	-	195
	838	3,301	(2,322)	-	1,817
Total funds	2,583	8,324	(7,426)	-	3,481
2019-20					
	Brought forward £'000	Income £'000	Expenditure £'000	Transfers in/(out) £'000	Carried forward £'000
Designated funds					
Tangible fixed assets	1,313	-	-	(112)	1,201
Unrestricted funds					
General fund	468	4,189	(4,343)	108	422
Ormiston Families Enterprises Limited	109	840	(815)	4	138
Blois Meadow Day Nursery Limited	6	280	(302)	-	(16)
	583	5,309	(5,460)	112	544
Total unrestricted funds	1,896	5,309	(5,460)	-	1,745
Restricted funds					
Families	589	1,559	(1,502)	-	646
Justice	91	278	(177)	-	192
	680	1,837	(1,679)	-	838
Total funds	2,576	7,146	(7,139)	-	2,583

Designated funds

The fixed asset fund has been set up to reflect the element of the group's fixed assets not funded by restricted capital funds.

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2021 (continued)

19 Statement of funds - Group (continued)

Restricted funds

The restricted income funds represent specific funding for individual services and these have been summarised by strategic service area. There are no services where the restricted funds are in deficit.

Families

Our services for families work within local communities to address the emotional, physical and social wellbeing of children and families across the East of England; bridging the gap between home and school helping to improve educational outcomes and life chances for young people. Work with under 5's through children's centres in Cambridgeshire and Norfolk.

Justice

The Unite Programme encompasses our work both within prisons and the community to minimise the impact of imprisonment on the children and families.

Purpose of transfers

The transfer to the fixed asset fund represents net additions, disposals and depreciation of fixed assets during the year.

20 Analysis of Net Assets between Funds

Fund balances at 31 March 2021 are represented by:

	Unrestricted Funds 2021 £'000	Restricted Funds 2021 £'000	Total Funds 2021 £'000
Intangible fixed assets	28	-	28
Investments	114	-	114
Tangible fixed assets	1,120	-	1,120
Current assets	1,214	1,817	3,031
Current liabilities	(722)	-	(722)
Creditors due after one year	(90)	-	(90)
Total net assets	1,664	1,817	3,481

Fund balances at 31 March 2020 are represented by:

	Unrestricted Funds 2020 £'000	Restricted Funds 2020 £'000	Total Funds 2020 £'000
Intangible fixed assets	46	-	46
Investments	114	-	114
Tangible fixed assets	1,201	-	1,201
Current assets	936	838	1,774
Current liabilities	(552)	-	(552)
Total net assets	1,745	838	2,583

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2021

(continued)

21 Commitments under operating leases

At 31 March 2021 the total of the charity's future minimum lease payments under non-cancellable operating leases was:

Group	Land and Buildings		2021 £'000	Other 2020 £'000
	2021 £'000	2020 £'000		
Amounts due within one year	117	101	3	2
Amounts due between one and five years	280	171	13	4
Amounts due after five years	-	-	-	-
Total net assets	397	272	16	6

Charity	Land and Buildings		2021 £'000	Other 2020 £'000
	2021 £'000	2020 £'000		
Amounts due within one year	49	37	3	2
Amounts due between one and five years	184	-	13	4
Amounts due after five years	-	-	-	-
Total net assets	233	37	16	6

22 Reconciliation of Net income to Net Cash Flow from Operating Activities

	2021 £'000	2020 £'000
Net income for the reporting period (as per the statement of financial activities)	898	7
Adjusted for:		
Amortisation (note 12)	18	19
Depreciation charges (note 13)	86	123
Interest receivable (note 6)	-	(7)
(Increase)/Decrease in stocks	6	(4)
(Increase) in debtors	(857)	(37)
Increase/(decrease) in creditors due within one year	170	(77)
(Increase) in borrowings due within one year	(10)	-
Net cash provided by Operating Activities	311	24

23 Analysis of cash and cash equivalents

	At 31 March 2021 £'000	At 31 March 2020 £'000
Cash at bank and in hand	1,499	1,093
Total cash and cash equivalents	1,499	1,093

24 Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group, in independently administered funds.

On 1st April 2016 the charity took a new contract from Norfolk County Council providing services until 30th September 2019. Under TUPE arrangements, the employees transferred to the charity and continue to participate in its defined benefit contribution scheme, LGPS. Any pension deficit arising before the transfer of contract remains the liability of Norfolk County Council. During the 3 year period of the contract, the charity is responsible for any deficit arising. The annual contribution level has been set at a level which should ensure there is no liability arising at the end of the three year period. Should there be a deficit after three years, the charity is liable for the deficit. No additional contributions have been required to date.

The pension cost charge represents contributions payable by the group to those funds and amounted to £154,000 (2020 - £138,000). There were contributions payable of £31,629 (2020 - £24,545) to the funds at the balance sheet date.

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2021

(continued)

25 Contingent liabilities

There are no contingent liabilities at 31 March 2021 (2020 - nil).

26 Related party transactions

During the year, the charity charged rent of £27,000 (2020 - £27,000) and a management fee of £16,290 (2020 - £22,835) to its wholly owned subsidiary company, Ormiston Families Enterprises Limited. In addition, expenses of £27,104 (2020 - £30,603) were recharged to Ormiston Families Enterprises Limited at cost. A gift aid distribution of £1,284 (2020 - £25,491) was made from Ormiston Families Enterprises Limited to the charity during the year. At the year end, a balance of £44,238 was owed by Ormiston Families Enterprises Limited (2020 - £19,075).

During the year expenses of £8,208 (2020 - £11,404) were recharged to Blois Meadow Day Nursery Limited by the charity. No gift aid distribution was received (2020 - £nil) from Blois Meadow Day Nursery Limited. At the year end, a balance of £1,765 was owed to (2020 - £958 was owed by) Blois Meadow Day Nursery Limited.

Duncan Turner is also a director of DBS at CAS Ltd which provides the charitable group with Disclosure & Barring Service checks for staff and volunteers. Total fees charged in the year by DBS at CAS Limited were £3,661 (2020 - £6,573) and the balance outstanding at the year end was £198 (2020 - £88).

Derrick Louis is an Essex County Councillor, the charity receives rental and recharge income from Essex County Council for one children's centre, income charged for the year was £21,003 (2020 - £21,902).

Trustees Peter Murray and Diana Murray are also trustees of the Ormiston Trust. During the year the Ormiston Trust provided general grant funding of £nil (2020 - £400,000) and specific project grant funding of £195,000 (2020 - £135,000), the balance outstanding at the year end was £65,530 (2020 - nil).

Trustees were paid expenses during the year, details of these payments are in note 11d.

There are no other related party transactions (2020 - nil).

27 Post balance sheet events

Since the end of the reporting period, Ormiston Families finalised and received a £550,000 loan under the Government Coronavirus Business Interruption Loan Scheme (CBILS). Ormiston Families Enterprises Limited and Blois Meadow Day Nursery Limited, having secured loan support in August 2020 via the Government Bounce Back loan support scheme, repaid their Bounce Back loans in May 2021 as part of the CBILS loan conditions and Ormiston Families Enterprises Limited has now received a £99,000 CBILS loan bringing the total for CBILS Loans across the group to £649,000.

Ormiston Families

Reference and administrative details for the year ended 31 March 2021

Trustees

Robert Parkinson, chair
Simon Walker, vice chair
Peter Murray OBE
Stephen Bennett
Hannah Catchpool, treasurer
Rosemary Gutteridge MBE, JP, DL
Catherine McLaughlin
Miranda Kendall
Diana Murray
Julie Spence OBE, QPM, DL
Gail Tolley
Stephen West

President

Lady Tollemache

Vice Presidents

Lady Deben
Wendy Drew
Miranda Kendall
Di Murray
Trevor Pickett
Lady de Ramsey
Richard Townley

Patrons

Roger Graef OBE
Saeed Atcha MBE DL

Chief executive and senior leadership team

Allan Myatt (Chief executive)
Catherine Higgs (Income generation and marketing director)
Derrick Louis (Commercial director)
Karen Moore (People and organisational development director)
Mark Proctor (Operations director)
Duncan Turner (Finance director and company secretary)

Statutory auditors

Price Bailey LLP
Chartered Accountants
Tennyson House
Cambridge Business Park
Cambridge CB4 0WZ

Company secretary

Duncan Turner

Company registration number

02769307

Bankers

Barclays Bank plc
35 Market Hill
Sudbury
CO10 2EP

Charity registration number

01015716

Solicitors

Ashton KCJ
Beacon House
Kempson Way
Bury St Edmunds
Suffolk
IP32 7AR

Registered office

Unit 17 The Quadrangle Centre
The Drift
Nacton Road
Ipswich
Suffolk
IP3 9QR