

Registered number: 02769307
Charity number: 01015716

ORMISTON FAMILIES
(A Company Limited by Guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

CONTENTS

	Page
Chair and Chief executive Introduction	1
Trustees' Report including Directors' Report	2 – 21
Independent Auditor's Report	22 – 25
Consolidated Statement of Financial Activities	26
Balance Sheets	27
Consolidated Statement of Cash Flows	28
Notes to the Financial Statements	29 – 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 2022

An introduction from our Chair and Chief executive

2021/22 was a year for reopening, rebuilding and reconnecting. For many, it offered a chance to reembrace life, travel and loved ones. For the people we work with, it brought anxiety, loss and isolation.

As restrictions lifted and 'normality' began to return, a bumpy road of blended working, staff and service user illness and increasing demand for support faced the organisation. Our teams worked tirelessly to take the lessons learned from lockdown to continue to adapt their practice. This, alongside the generosity of our supporters, allowed targeted expansion of our services in key areas whilst also looking after the welfare of our valued staff.

Due to the commitment and dedication of our incredible staff team and supporters, Ormiston Families succeeded in delivering 18,063 sessions to support 3,469 children, young people, and families to feel safer, healthier, and more resilient. In addition, our prison visitor centres welcomed 28,261 visitors and facilitated 4,677 video visits.*

As the dark days of the pandemic start to fade into memory, we know that the effects are still coming to light; and will do for some time. Prison residents locked down for 23 hours a day and still not accessing a full schedule of visits will need extra attention to rebuild those family connections that are so vital in preventing reoffending. Families hidden from the view of overstretched social services will start to be seen again, with more children being taken into care and more women wondering how they survive. And children and young people who have experienced more in their short lives than anyone could have imagined will continue to need help to process this trauma.

The 'State of the nation 2021: children and young people's wellbeing' report published in February 2022 notes that *'While there were signs of recovery in personal wellbeing in 2021, evidence for a recovery in measures of mental ill-health was less clear-cut. Data from both the MHCYP (NHS Digital, 2021a) and LSYPE2 (in this report) suggested that rates of probable mental health disorders among children and young people remained higher in 2021 than they were before the pandemic.'*

The report continues, *'Evidence was also found for a link between family connectedness, problems with family functioning, and mental health problems in children and young people, suggesting that disruptions in one domain could lead to poorer outcomes in another.'*

With this in mind, as we continue this pandemic journey, we know our services will be even more valuable and will need to 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.

"Thank you. It's you who has helped me get to the place where I am now. There isn't anything you could do to improve your support. It feels different to other support I have been offered before and none of that has worked. You share your own experiences and that makes it better for me!"

YouCanBe service user.

Robert Parkinson, Chair

Allan Myatt, Chief executive

**These figures look different to previous years. As part of our investment in impact measurement and commitment to transparency, we have revised the way that we report how many people we work with. Previously, our total reach included prison visitors – now we have separated our visits work, which may see one person counted for several visits, and our direct support work, where each individual is only counted once.*

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2022

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.

Celebrating our 40th year during 2021/22, 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. Our activities this year continued with 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 services (Supporting Smiles & YOUnited) offer emotional wellbeing support across Norfolk & Waveney and Cambridgeshire & Peterborough. In addition, our Small Steps Together service works with new and expectant families dealing with the pressures of pregnancy and early parenthood. Our newest service, Stars, offers bereavement support for children and young people, and #WeWill joins a national partnership of youth social action projects focusing on increasing wellbeing in schools and communities.

YouCanBe targets young women at risk of unplanned pregnancies and subsequent child removal, and Mpower works with women who have had at least one child placed into care and need support to understand why. Our Sensory Toy Library provides free access to high quality sensory toys and support groups for families and professionals caring for children and young people with special educational needs and disabilities.

In the justice realm, our services include Breaking Barriers, where skilled practitioners work with children and young people affected by the imprisonment of a close family member. We 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 Probation Family 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 2022

ACHIEVEMENTS AND PERFORMANCE

Our services

2021/22 saw a year of growth and development across our services. From branching into new areas, to better understanding our impact, to launching new provision – this was a year to do more and do better to make an even bigger difference to the people we work with.

At the start of this year, Ormiston Families had eight services. By the end of the year, we had eleven. All three of our new services – YOUnited, Stars and #WeWill – focus on mental health and wellbeing support for children and young people. The demand for wellbeing support continues to be beyond the capacity of statutory services, and these three services increase the options available to children and young people. YOUnited is committed to working in partnership to ensure that a story only has to be told once, and then the right support is put in place. Stars gives access to specialist bereavement counsellors in a timely manner. And #WeWill asks children and young people what they think will help wellbeing in their communities and gives them the tools and resources to realise these plans. There could not be a more relevant area for expansion in the wake of the collective trauma of the past two years.

Whilst the expansion of our services has been impressive, much of our focus this year has been on 'back-of-house' priorities – the operational logistics that ensure we deliver high-quality, evidence led services that can be sustained through regular funding. We know that, when dealing with vulnerable people, *how* we run our services is just as valuable as *what* the service is that they experience, and we want to make sure our processes are just as robust as our provision. To achieve this, we invested in cyber security, enhanced GDPR support, and monitoring and evaluation.

All staff undertook cyber security training and were involved in live test-runs of threats to consolidate this learning. In addition, a new GDPR consultant was appointed, working closely with the quality development manager to ensure all services had sufficient records of processing activities (ROPAs) in place and to start work on reviewing services' privacy notices. Alongside this, our Supporting Smiles team in Norfolk have worked incredibly hard to build a new electronic case management system which successfully went live in July 2022 with a view to rolling out across the organisation from 2023 onwards.

Our investment in developing our theory of change in early 2021 has allowed us to clearly monitor and evaluate our services this year. We have made changes to the way we count how many people we work with and what activities contribute to the outcomes we see and therefore are reported as sessions of support. This might make it look like we have done less this year, but that is not the case.

Last year, Ormiston Families worked directly with 11,380 families through 32,914 sessions of support, including prison visits. In 2021/22, we succeeded in delivering 18,063 sessions to support 3,469 children, young people, and families in feeling safer, healthier, and more resilient. In addition, our prison visitor centres welcomed 28,261 visitors and facilitated 4,677 video visits.

If we were to use the same method of counting for both years, there is an increase of 13% in the number of families reached year on year, with a slight decline in the number of sessions offered due to refining what is counted as a meaningful intervention.

Perhaps more important than the number of people we work with, is what a difference accessing our services makes to their lives. In 2021/22:

86% of people we worked with reported feeling safer after accessing our services.

89% told us that they felt emotionally healthier after working with us.

86% said that, following our support, they felt more able to deal with life's challenges.

Ormiston Families is proud that 2021/22 has seen another year of delivering more, delivering better, and making a real difference to the lives of families in the East of England.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2022

Highlights and progress against 2021/22 plans and objectives

Our teams have continued to adapt and innovate to navigate this turbulent year. It is testament to the passion and perseverance of our 328 (2020/21 – 321) employees and volunteers, and the unwavering generosity of our funders and supporters, that many of our services have seen significant growth either in terms of reach or quality, and new services have further enhanced the portfolio of support we can offer families across the East of England.

FAMILIES

Our work in communities Supporting 318 people through 4,317 tailored sessions

'It's good working with you, you help me with my feelings, got me onto contraception, give me condoms and I speak to less boys online!' **YouCanBe service user**

Last year, the priorities that we set for 2021/22 were:

- 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.

The reinvigoration of the Sensory Toy Library following the separation from the children's centres has been a huge success. In addition to providing free sensory toy loans to families and childcare/education settings, a volunteer-led parent support group has been very popular. Responses from the annual survey indicate that, whilst 98 people registered for the toy library in 2021/22, many of these use the resources for multiple children in schools so we estimate the real reach of this service to be around 1,000 children a year!

In our Mpower service, our newest team in Fenland have worked with 18 women dealing with the loss of a child into care. Whilst expansion into Essex has been put on hold whilst the five existing areas are consolidated, the introduction of group work has added another element to this service, reducing the risk of long-term dependency on the service and encouraging a move to peer support where appropriate. In 2021/22, Mpower teams across the East of England have reached 143 women who had a total of 340 children removed from their care. Whilst working with us, more than 90% had no further pregnancies and, where it was identified as a priority, 98% achieved greater practical stability through support with secure housing, employment and/or financial assistance.

Our early intervention service, YouCanBe, continued to go from strength to strength this year. Consolidating our expansion into Norfolk, the service has become established in Great Yarmouth. Here we have offered 24 young women, with chaotic lifestyles and adverse childhood experiences, a chance to build their self-esteem, increase their knowledge of healthy relationships and lay the foundations of a stable lifestyle. Overall, the YouCanBe teams reached 77 young women across Norfolk and Suffolk in 2021/22, a 54% increase on last year. They told us that, where they had identified a need to improve their self-esteem and resilience, 87% achieved this goal, leaving them more able to deal with life's challenges, and less likely to turn to unhealthy relationships and coping strategies.

Claire's story (YouCanBe)

Claire's childhood experience of domestic abuse had already led to her losing her home and moving school several times. The added pressure of her mum's poor mental health and the effect this had on her ability to support Claire and her siblings meant that Claire and her siblings found their own, often unhealthy ways, of dealing with their trauma.

Situation

Claire, 19, was referred to us by the supported housing unit where she was living. Claire found school difficult, and struggled with authority, sometimes becoming disruptive and violent. She also found it hard to make and maintain healthy relationships with peers or romantic partners, due to the unhealthy relationship dynamics she had witnessed. Her brother began to replicate many of the negative behaviours he had seen growing up.. Claire felt unhappy and unsafe at home and so decided to leave her mother's house to escape further conflict and upset.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2022

Solution

Claire was very open to the support Ormiston Families offered from the start and recognised that change would only happen if she worked hard to make different choices. Claire met with our practitioner Mel on a bi-weekly basis, either face-to-face, over the phone, or over Zoom, dependent on Covid-19 rules and Claire's needs. Mel also checked in with Claire weekly via text.

Mel helped Claire to create a life-story timeline, enabling her to reflect on how much she had experienced at such a young age, and to help her process the effects these experiences had and are still having on her. They also created a family tree, which further allowed Claire to unpick her unresolved feelings for her family members.

Mel worked collaboratively with other agencies and supported Claire to access the Waves service at Suffolk Mind, following a diagnosis of borderline personality disorder, and to undertake some family work alongside her mum and brother through Restitute.

Success

Claire engaged well with the relationship and sex education sessions she was offered and became able to recognise the differences between unhealthy and healthy relationships, and to understand the importance of rules and boundaries in relationships. She was also supported to go onto the contraceptive pill.

Claire's relationship with her mum and her siblings has improved and she has been able to talk honestly with her mum about her more difficult feelings and forgive her mum and find compassion for her. Through the work with Restitute, the whole family dynamic has improved, and Claire's brother's and mum's behaviours have positively changed. This has meant that Claire has a positive family network of support which was not previously there.

Claire has been able to make and maintain healthy friendships with friends at college. She was able to manage a confrontational situation with another resident at her supported housing in an adult way, without resorting to old unhealthy behaviours.

Claire has shown increased confidence in herself as well as better self-awareness and has shown increased resilience and improved emotional regulation. Claire's self-esteem has greatly improved because of all of these changes to her sense of self.

Claire has said of Mel; "I don't know how you could be better".

**Our work supporting mental health
Supporting 2,630 people through 10,210 expert support sessions**

'I just want to say on behalf of my husband and I that the service we received was outstanding. I genuinely feel like we couldn't of got through the last 6 months without her (the practitioner's) ongoing support. She's given me the confidence to believe in myself as a parent and to know it's okay to trust in myself that I know when Tilly needs support and when to ask for help, and that is also okay to do that. Ormiston Families is one of the best services I've ever worked with personally and professionally and I wouldn't hesitate in recommending their services.' **Supporting Smiles service user's parent**

Last year, the priorities that we set for 2021/22 were:

- 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.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2022

Unsurprisingly, our mental health services have been kept very busy this year. Many have continued to provide a blended delivery model, offering a choice of video, telephone and in-person support to the families we work with.

We are delighted that the YOUnited mental health service in Cambridgeshire and Peterborough is now operational. Our teams have been offering assessments and treatment sessions to children and young people struggling with mild-moderate mental health concerns whilst also developing plans for involving service users in the design and evaluation of the service.

Also in Cambridgeshire, the Small Steps Together team have continued to support families through pregnancy and early parenthood to look after their own wellbeing in order to give the best start to their child(ren). 133 families have benefited from this support in 2021/22, up slightly from last year due in part to the delivery of a pilot remote service in West Norfolk. Small Steps Together has become established as a core element of mental health support in Cambridgeshire with professionals often commenting on the impact it has. Sadly, these relationships with professionals in Norfolk did not have time to flourish within the constraints of the funding for the pilot and so, for now, this service will remain based in Cambridgeshire.

We were delighted to continue our relationship with Ormiston Trust and OAT as one of four core delivery partners for the national #WeWill project. Our teams have been working across 15 schools in Great Yarmouth to train student wellbeing ambassadors in the basic principles of emotional wellbeing support. In 2021/22, 157 ambassadors have been engaged and are exploring ways to increase wellbeing in their schools and communities. These student-led projects will continue over the next academic year, and we can't wait to see what they come up with.

In January we were excited to have completed a legal combination to welcome our newest service, Stars. Offering bereavement support at a time when so many need it, the team have already supported 50 children and young people in Cambridgeshire since joining us.

Samuel's story (Stars)

Like so many others, Samuel faced the trauma of losing a parent to Covid-19 at an unexpectedly young age. Our newest service, Stars, was on hand to help him navigate this very sad time...

Situation

Samuel was 12 when his dad died of Covid-19 after a month in intensive care. Samuel and siblings had one FaceTime call with Dad on high flow oxygen and another when he said goodbye and that he loved them. Samuel was devastated, overwhelmed with worry and fear. Samuel remembered going to Nando's monthly with Dad and what fun they had. He found school difficult, lost his appetite, and struggled to sleep in his own room. His abiding memory of Dad was of the last time he saw him, on FaceTime, when he didn't recognise him.

Solution

Samuel met with our expert bereavement counsellor where they talked about the 'Whirlpool of Grief' and Samuel saw he was in the whirlpool. With his counsellor, Samuel used a 'Feelings Storm' worksheet which showed him as broken-hearted, unhappy, and anxious.

In counselling sessions, Samuel explored his bedtime routine and thoughts. Samuel had read with Dad at bedtime, so didn't want books so instead they constructed and decorated a soothe box for when sad thoughts overwhelmed him. Samuel brought a joke book, Lego, pad, pen and Rubik's cube and constructed and decorated the box. These helped and he talked about Dad and laughed at memories. Samuel was worried other loved ones would die from Covid-19, so explored how they were keeping safe. He dreamt about Dad and Grandad and his counsellor explained how dreams help us process and make sense of death.

Sessions continued online after Christmas in lockdown which Samuel found sad. Samuel's decorated candle lived near Dad's photos to light on Christmas day and remember Dad together. Samuel reflected how this lockdown felt different to before when Dad died, when he just wanted to be at home with family and grandparents.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2022

Success

Samuel liked the 'Growing around Grief' model, describing how grief reflects love but life grows around it and he could move forward and carry out adventures. Samuel could express how he felt and wrote short, medium and long-term goals, all of which seemed achievable. Samuel and his counsellor reviewed their work and his achievements. Samuel was sleeping in his own room with strategies for sleeping, participating in hobbies, spending time with friends, was happier and planning for the future.

They revisited his 'Feelings Storm' worksheet and Samuel saw he felt less sad and worried and was happier. Out of possible scores of 5, Samuel rose from an average of 2.0 at assessment to 2.6 mid counselling and 3.6 after completion of counselling.

Samuel said, 'I didn't know if I was ever going to go back to school. But I really enjoyed the first session we had with Ann-Marie as a family. Once we started having sessions on our own, Dolly stopped banging around at home and Benj started talking to us. Having Ann-Marie's help in lockdown was so good because we couldn't see all the people we wanted to see after Dad died. I'm so grateful for everything Stars has done for us.'

JUSTICE

Our work with the families of offenders

Supporting 521 children, young people and their families through 3,536 personalised sessions

Welcoming 28,261 prison visitors to our prison visitor centres

'A family that Ormiston Families have worked with for the past 6 years, came to say goodbye and thank you, for the positive way we had always treated them. Un-judgemental, supportive, which added to the experience of visiting a person in prison. They commented how Family Day Visits had really helped maintain family ties, within the playroom, as the father was able to play with his son, in an environment that was relaxed but structured to enable this to happen. Ormiston Families took the first photo of the father meeting his son. The family couldn't thank us enough.' **Prison visitor centre practitioner.**

Last year, the priorities that we set for 2021/22 were:

- 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.

Our justice services were some of the worst hit by the pandemic. School closures and prison visiting restrictions severely impacted the number of people we were able to reach. In 2021/22 this began to turn around.

Prison visitor centres started to open up again, albeit with reduced facilities and capacity. Our teams have skilfully navigated these shifting sands to welcome over 28,000 visitors and support them to understand new rules and processes. Over 4,000 of these visitors, including 724 children, were seeing loved ones in prison for the first time. For those unable to attend in person, we continued to facilitate video visits - clocking up 4,677 this year.

Maintaining a link with home is a key factor in reducing rates of reoffending. Once we were able to get back into prisons, teams worked quickly to re-establish family visit days and programmes like StoryBook Dads, where prison residents can record bedtime stories to send to their children.

Beyond prison, 2021/22 saw the successful transition from the previous Transforming Rehabilitation contract to a new Probation Family Services contract with NACRO. Our teams are now established in Suffolk & Hertfordshire and are consistently meeting targets to support over 100 people on probation orders with rebuilding and retaining positive family relationships.

'It has reminded me what I need to be a parent. Before drugs got in the way but now they won't - the cleaner I stay the better parent I can be.' **Probation Family Services service user.**

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2022

Of biggest note is the significant increase in activity in Breaking Barriers. Investment in a regional management structure, bolstered practitioner teams across five counties, and reopening of schools enabled this service to increase its reach by 83% in 2021/22. 185 children and young people with a significant adult in prison benefited from over 2,000 sessions of support (more than double the amount we were able to deliver in 2020/21). Often, the anger and confusion about the situation has a negative impact at school – Breaking Barriers helps children and young people understand and manage their emotions so that they can reduce their negative behaviours. In 2021/22, 94% of those who felt this was an area they needed to work on said that they achieved this goal.

Maxi's story (Breaking Barriers)

After the imprisonment of his father, Maxi's behaviour at school deteriorated and he became anxious and angry. The trust and patience of a Breaking Barriers practitioner helped Maxi to express himself in healthy and positive ways.

Situation

After his father was sent to prison, Maxi, aged 9, moved to a small village with his mother and younger brother. Despite living in a peaceful new setting with his grandparents living nearby, Maxi continued to struggle to come to terms with his father being in prison.

Maxi's behaviour at school became disruptive, and he would often be rude to members of staff and refuse to complete tasks. Maxi's mother reported that he had become extremely anxious and would refuse to talk to her about his emotions. Maxi's occasionally expressed these feelings in the form of angry outbursts, causing great upset to his family.

It was advised in Maxi's referral that he became very upset when his visiting sessions to his father ended, and that his behaviour was 'different' after he had seen him.

Solution

Maxi was referred to Ormiston Families' Breaking Barriers service after his classroom behaviour had continued to decline.

A Breaking Barriers practitioner carried out an initial assessment with Maxi's mother, outlining Maxi's most regular struggles and setting out targets for helping him to handle these difficulties. Maxi took part in eight tailored, one-to-one support sessions in his school on a weekly basis. His practitioner used a range of techniques and resources to help Maxi to understand his feelings and take control of his actions.

Success

After his sessions, Maxi remarked that certain resources helped him to calm down when he felt angry, both at school and at home. He also began to build a trusting relationship with a member of staff in his class, providing Maxi with someone he could talk to about any feelings he was struggling with.

Maxi's mother reported that he began to express his feelings more openly with her after his support sessions. She also stated that Maxi was keen to take part in further sessions to talk more freely about his experiences in order to gain more confidence and build resilience. She said: 'Maxi is a lot happier at school and at home. He is starting to open up more. I highly recommend this service.'

Maxi's practitioner said: 'It was amazing to see the difference in Maxi as the weeks went by. From meeting a shy, nervous and unsmiling young person to working with someone who was open, honest and always smiling when he came into the room. Maxi embraced the opportunity to talk freely when he wanted to, and expressed himself by making things with various resources, using his wonderful imagination. He was able to produce some lovely drawings, all of which helped him to express himself physically and verbally.'

COMMERCIAL

Play Out

Play Out childcare consists of full day care nurseries in Ipswich, Hadleigh and Steeple Bumpstead, a Preschool In Framlingham (which it manages for the charity) as well as Play Out Campus - a summer holiday club specifically for The Sanger Institute.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2022

Although restrictions were partially lifted during the year, there was still significant disruption caused by the Covid-19 pandemic. Despite this, the nurseries and preschool remained open throughout, providing vital childcare for key workers and ensuring the development and education of the children was minimised as much as possible. Play Out Campus was not able to run this year due to the very significant decrease in staff working onsite.

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 another challenging year.

Many of our workforce had to rapidly adapt to remote working at the beginning of the pandemic. 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. To further embed this into our culture, following consultation with our employee forum, we adopted an agile working policy which encourages everyone to work in the most appropriate location for the task but also allows more flexibility around working hours, subject to the needs of our service users.

We continued to support our people's wellbeing with our Wellbeing Team, comprising trained Mental Health First Aiders (MHFA's) arranging regular wellbeing initiatives as well as one-to-one support and referrals to our Employee Assistance Programme where appropriate.

We continued to hold our popular quarterly all-staff video conferences and monthly managers' video conferences which helped people stay connected. However, we were delighted to be able to welcome staff to a face-to-face celebration event in October and plan to hold annual face to face events going forwards. We were also delighted to receive our Investors in People renewal and to be shortlisted for their Third Sector award. All these initiatives were welcomed by staff and reflected in the continuously improved results from our annual, externally benchmarked employee survey and in the regular feedback provided through supervision and communication channels.

We continued our commitment and action to improving our equality, diversity and inclusion practices with additional staff training in producing Equality Impact Assessments for all policies. All staff also received LGBT+ awareness training and we were proud to receive the Norfolk LGBT+ Inclusivity Workplace Award 2020.

In March 2021 we had 77 volunteers; by April 2022 we had 82 volunteers registered with us. The pandemic did impact on the number of volunteering activities we could offer, and our volunteer numbers declined during this time. We continued to communicate with our volunteers ensuring they were up to date and able to access support from us at any time. 2022 brought more opportunities for volunteering at Ormiston Families as volunteering began to recover from the effects of the pandemic. We are now able to offer more opportunities including within the prison sites. We are currently recruiting for roles within our services at prison sites.

We are working with our services to develop new volunteering roles to give potential volunteers an array of choice. We are recruiting a variety of roles from administrative support within the Sensory Toy Library to one off opportunities such as marshalling at our fundraising events. One of our successes is the fact that some of our volunteers have gained paid employment with us. We were thrilled to welcome a volunteer from Small Steps Together as a paid employee for Ormiston Families. We have also provided some of our volunteers with the experience they needed to gain paid employment elsewhere.

Ormiston Families remains a popular choice for student counsellors who wish to complete their placements with us. Since the start of 2022 we have recruited three student counsellors to our services.

Volunteering is growing and developing within Ormiston Families as we welcome volunteers back and seek new and exciting opportunities going forward.

During the year our patrons have demonstrated significant commitment to Ormiston Families for which we thank them and sadly we mourned the death of Roger Graef one of our patrons.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2022

Our approach to fundraising

2021/22 was another challenging year with activities such as face to face fundraising and events having to be postponed or cancelled during the lockdowns in the first half of the year.

However, the celebration of our 40th anniversary with an integrated communications and fundraising campaign, meant that we had new opportunities to engage with our supporters and increase awareness and support of our work.

With the onset of the autumn and less restrictive measures, the team set into action and delivered a full programme of events, raising just over £60,000.

We saw 65 participants joining #TeamOrmiston and taking part in the Whole Hog obstacle course and mud races and our London Marathon team of 9 runners were relieved that months of training and uncertainty culminated in an amazing day on the streets of London.

Our Fundraising Advisory Board (FAB Committee) led by our President, Lady Tollemache, worked tirelessly to help us host and deliver events such as Walk With a Fork held in the glorious surroundings of Helmingham Hall in Suffolk, an evening with the Telegraph cartoonist, Matt Pritchett and our Annual Lecture which this year was delivered by documentary film maker, Chris Atkins.

We saw a healthy increase in support from new and existing corporate partners. From entering teams into our challenge events, sponsoring activities, staff fundraising or joining our Brighter Business Network – it was wonderful to have such generous support from these partners who have committed to continue supporting us in 2022/23.

Ongoing and growing support from our trusts and foundation partners has enabled us to sustain and develop our vital services across the East of England. Our impact and insights team work alongside the trusts and foundations team, ensuring we provide these valued partners with robust and engaging evidence of the impact their investments have made to the lives of the people we work with.

We are thankful for the ongoing generosity of all our supporters and not least to our individual donors who have continued to give to us during this challenging time.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2022

PLANS FOR FUTURE YEARS

Over the last three years, the strategic plans we set in 2018/19 have successfully guided us through a particularly challenging period around the world. Within this time, we have strengthened our infrastructure, said goodbye to some services and welcomed and substantially grown others. We have adopted a new brand identity, giving us a much fresher and more optimistic outlook. We have also invested in our most important asset, our staff, and begun to apply our values across every area of our work.

In short, we are now a safer, healthier, and more resilient organisation which has enabled more children, young people and families to feel safer, healthier and more resilient too.

In June 2021, we began the process of looking forward to set out a plan for the next three years. We looked at what had been working well and what more needs to be done to improve our quality and reach within the East of England. Staff and stakeholders contributed with comments and suggestions at various stages of this process. In December 2021, the trustees met, discussed and approved the final version of the strategic plan for 2022 – 2025

The new strategy identifies six priority areas to develop over the next three years: building resilience, enhancing the quality and reach of our services, investing in upskilling and developing our staff, improving our infrastructure, improving our impact management, and minimising our environmental impact & making a positive contribution.

In line with our planned focus on these strategic themes, our objectives for 2022/23 include:

- Broadening our income streams with the appointment of a Business Development Manager to explore new opportunities to increase our corporate donor base and generate commercial income.
- Achieving 2022/23 budget targets; while ensuring we end the financial year with a free reserve position within our revised reserves policy window of £700k and £1,100k.
- Embedding the services established last year and expanding our current reach; locally and regionally. Key opportunities for expansion are Mpower into Essex, YouCanBe into Cambridgeshire and Essex, Small Steps Together into Suffolk, Stars into Peterborough and North Cambridgeshire.
- Improving our ability to engage the voice of a diverse range of service users in the monitoring and development of our services, corporate governance, and strategic planning.
- Implementing an organisation-wide staff consultation to agree a new organisational pay structure for implementation by April 2023.
- Introducing a range of new staff training initiatives to further upskill and develop staff and enhance the quality and scope of our service delivery and improve staff retention rates.
- Selling our current central office premises, on Nacton Road, and completing a smooth relocation to an alternative location better suited to our post pandemic needs and agile working practices.
- Growing and improving our core infrastructure, within the income generation and HR teams, to match the growth of our services.
- Further enhancing our IT systems to:
 - provide more efficient management information for monitoring and evaluation our work with children, young people and families
 - enable us to improve our administration of employee processes and financial accounts
 - ensure frontline staff are all equipped with computer hardware less than 3yrs old and of a specification that enables them to operate effectively within an agile working environment
- Reducing our organisational energy and travel carbon emissions per employee (FTE) by at least 15% over the course of 2022/23.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2022

FINANCIAL REVIEW

2021/22 was a very challenging year to plan for needing to manage the ongoing financial impacts from the pandemic and manage within our reduced free reserves levels. We successfully applied for support from the Government Coronavirus Business Interruption Loan Scheme (CBILS) via the Recovery and Resilience Loan Fund (RRLF) and a grant from the Recovery and Resilience Grant Fund (RRGF) receiving a £550k loan and a £200k grant. This support alongside £400k in unrestricted grant support from the Ormiston Trust enabled us to continue our sustainability and growth strategic plan, prioritising the provision of services for our beneficiaries through sustaining and expanding services where possible. Enabling us to keep our infrastructure and capacity intact has proved to be the catalyst for a positive year, increasing our impact and services offered to beneficiaries. Further protecting our service capacity when staff were unable to provide services, we continued to apply for and received furlough grants from the Government Coronavirus Job Retention Scheme (CJRS). We received a second interim payment on our business interruption insurance for the Covid-19 restrictions suffered by our nursery trading subsidiaries. We also received a generous legacy receipt which, combined with other unrestricted funds, careful cost control, income successes and restraint in capital expenditure, has contributed significantly to the restoration of our free reserves to within policy levels; providing a resilient base to continue expanding services for our beneficiaries. This result enables us to repay our CBILS loan facility in full during 2022/23 with gratitude for the confidence and support it provided us in 2021 to continue our service capacity for beneficiaries during a year which could otherwise have seen a very difficult contraction in capacity.

Restricted funding increased significantly during the year, particularly in the last quarter of the year which has also contributed to the increase of our total income to £9,702k compared with £8,324k in 2020/21 and our income from charitable activities increasing to £7,644k compared with £6,936k in 2020/21. This includes restricted fund income from Government for charitable activities increasing by 66% during the year to £4,264k compared with £2,564k in 2020/21. Strong progress was made with our strategy to significantly increase restricted grant income for our services delivering an increase of 52% to £902k compared with £593k in 2020/21.

Unrestricted Government funding for services fell by 33% in the year to £2,401k compared with £3,560k in 2020/21. Voluntary income increased to £828k compared with £111k in 2020/21 and £611k in 2019/20 boosted by the £400k Ormiston Trust and £200k RRGF grants alongside a Legacy of £150k.

Government furlough grants received by the group during the year were £65k (2020/21 - £338k).

Income from our nursery trading subsidiaries recovered to £1,129k compared with £996k in 2020/21 and £1,120k in 2019/20 as occupancy levels recovered from the pandemic impact. Fundraising activities also started to recover from the effects of the pandemic with some fundraising events able to go ahead again. The overall headline net surplus from fundraising and trading was £524k for the year compared with a deficit of £311k in 2020/21.

The total surplus for the year of £1,217k (2020/21 - £898k), the unrestricted funds surplus was £604k (2020/21 - £81k deficit) reflecting our careful cost control and the generous legacy. Total restricted funds surplus was £613k for the year (2020/21 - £979k reflecting the expenditure timing difference for receipt of additional restricted fund income to be carried forward to future year expenditure within our charitable services.

Our nursery trading subsidiaries contributed a profit of £76k in the year (2020/21 - £59k) before management charges, rent and tax, after which the final profit was £18k (2020/21 - £12k). 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 £355k (2020/21 - £357k). Acquired Goodwill represented £9k (2020/21 - £28k). The charity was owed £34k (2020/21 - £44k) by the trading subsidiaries in relation to short-term working capital funding which has been repaid after the year end.

Restricted funds totalled £2,430k at the year end, increasing from £1,817k in 2020/21, reflecting the increased new funding received during the year.

The Board of Trustees have planned to continue our regionalised service strategy and prioritising support for the current needs of our beneficiaries with a small surplus budget for 2022/23. This was done in the knowledge that we will be able to restore our free reserves levels, repay CBILS loan support and expect to complete the sale of

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2022

one of our freehold properties in Ipswich. The £88k in VAT payment deferral taken advantage of last year has been fully repaid during 2021/22. All our childcare settings have continued trading throughout the year within the constraints of temporary Government restrictions.

Since 31 March 2022, CBILS debt of £550k drawn by the charity and £99k drawn by Ormiston Families Enterprises Limited have both been repaid in full.

Reserves policy

The Board of Trustees undertake regular reviews of the reserves levels compared with the reserves policy, to ensure that the level of reserves held is appropriate to ensure the continuation of the Ormiston Families' activities. 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 have carried out a major review and agreed a new risk based financial assessment model, to support determining the required level of free reserves which takes account of the separate risks to contracted and philanthropic income streams. Based upon expected growth and risk profiles for statutory and non-statutory funded activities within current budget plans, a policy level for unrestricted free reserves of no less than £700k and no more than £1,100k was agreed reflecting our current expansion and future growth plans.

On 31 March 2022, the charitable group balance sheet remained strong, holding funds of £4,698k (2021 - £3,481k) of which £1,191k (2021 - £1,262k) is represented by fixed assets and investments. Unrestricted funds are £2,268k (2021 - £1,664k) with £1,191k (2021 - £1,262k) funding fixed assets, leaving unrestricted free reserves as of 31 March 2022 of £1,077k (2021 - £402k) which is now within our new policy level.

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 opportunities for growth as the economy lives with Covid-19. This has included assessing cashflows, strength of liquidity, disposal opportunities for surplus property and the confidence of our ability to repay all the group's CBILS loans freeing up future potential debt capacity if required. In parallel the Charity continually reassesses its operations, business plans and performance facilitating swift action to be taken in response to any unexpected scenarios should they arise.

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 2022 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 2022

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 and the wider economic climate 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	Remuneration policies reviewed alongside sector benchmarks Improved benefit package implemented and plans to enhance salaries in place New agile working policy implemented Annual staff survey conducted in Autumn 2021, and recommendations enacted Staff appraisals conducted and individual & organisational development plans drawn up Trustee annual reviews undertaken and two new trustees appointed in line with succession plans 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 Three year project funding plan agreed with Ormiston Trust
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 2022/23 budget implemented with increased investment in Income Generation team to diversify income streams 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 2022

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 two trustee appointments and no 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.

Governance review

During 2021/22 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 and best practice, which has included commissioning an independent review. That review found Ormiston Families equalled or exceeded the reviewer's "all charities benchmark" in 14 out of 15 governance practices, commenting it "*is a commendable achievement and an example of how charities can role model good governance*".

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 and update, as part of a Board of Trustees' meeting, is also undertaken at least twice during the year. This year the focus has been upon Equality, Diversity and Inclusion (EDI) and our independent staff survey outcomes. Other recent topics covered have included, the fundraising code of practice, safeguarding, GDPR and the 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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2022

- 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 acceptance of an offer received for a CBILS loan. Average trustee attendance at board meetings was 90% during the year ended 31 March 2022 (2021 – 90%).

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 2022 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 2022, this included one additional meeting evaluating additional budget and reserves policy analysis.

Members: Hannah Catchpool (chair), Stephen West, Stephen Bennett, Simon Walker, and Jessica Godfrey-Withey (from 07/02/2022).

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 and risk committee met 4 times during the year ended 31 March 2022.

Members: Simon Walker (chair), Hannah Catchpool, Miranda Kendall, Catherine McLaughlin, Stephen West (until February 2022), Gail Tolley and Rebecca Wood (from May 2022).

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 2022.

Members: Julie Spence (chair), Peter Murray, Rosie Gutteridge, Miranda Kendall, Diana Murray and Rebecca Wood (from May 2022).

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2022

order to have informed discussions and make decisions.

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

The remuneration committee met once during the year ended 31 March 2022 and also immediately post year end to discuss the pay review report and strategy.

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 with 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 25.

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.

Like last 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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2022

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.
- 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.

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*'. Acknowledging this, we established an Environmental Working Group in 2020; assessed our energy and travel footprint and initiated several new initiatives. In response to the same survey in 2020, 37% of staff agreed with the statement. This improved further still in 2021 to 54% of staff believing we are doing everything we can.

Long term objectives

- We aim to be carbon neutral by 2030
- By 2030, all our properties (owned & leased) will be EPC rated 'C' or above*

Objectives for the financial year 2022/23

- Reduce the average carbon emissions per employee arising from our energy consumption and staff travel by 15% this year – Currently 803Kg of CO₂ per full-time equivalent employee per annum
- Embed our new Agile Working Policy in a way that supports our environmental objectives
- Embed a cultural aspiration to minimise our environmental impact across the organisation
- Register with an appropriate body so we can actively work towards formal accreditation
- Monitor and report on our progress throughout the year
- Prepare an action plan for 2023/24

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2022

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 and Waveney Clinical Commissioning Group, Cambridgeshire and Peterborough Clinical Commissioning Group, Her Majesty's Prison and Probation Service and Ormiston Trust. 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:

Albert Hunt Trust
Bedfordshire Police and Crime Commissioner
Cambridgeshire and Peterborough CCG Winter Fund
Cambridgeshire Community Foundation

- Anglian Water fund
- Coronavirus Community Fund
- Improving Lives Fund
- Innovate fund
- Sir Michael and Lady Marshall Grassroots Charity fund
- Warwick and Dominey fund
- Winter fund

Charles S French Charitable Trust
Children in Need
Essex Community Foundation

- High Sheriffs fund
- NS Community fund
- The Leeze charitable fund

Essex Police, Fire and Crime Commissioner
Essex Youth Trust
Four Acre Trust
Fowler Smith and Jones Trust
Gale Family Charity Trust
Garfield Weston Foundation
Huntingdon Freemans
John Huntingdon's Charity
John Laing Charitable Trust
Masonic Charitable Foundation
Mrs L D Rope third charitable settlement
Mrs Smith and Mount
Nichol Young Foundation
Supported by Norfolk Community Foundation through

- Children and young people's wellbeing fund
- Household support grant
- Perinatal mental health and wellbeing fund
- Response and recovery fund

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2022

- The Fuller Revenue Fund

Ormiston Trust
Overland charitable Trust
Postcode Places Trust
Pye Foundation
Sir Jules Thorn Trust
Social Investment Business

- Recovery and Resilience Grant Fund

St James's Place Foundation
Funding from Suffolk Community Foundation through:

- Cervical screening fund
- Children and young people's wellbeing fund
- Household support fund
- Maurken fund
- PCC fund
- Realising ambitions fund
- RJB grant making fund
- Suffolk giving fund
- Women and girls' fund

The Annie Tranmer Charitable Trust
The Augustine Courtauld Trust
The CPF Trust
The David Family Foundation
The Evelyn Trust
The Gledswood Charitable Trust
The Harpur Trust
The Hudson Foundation
The Leslie Mary Carter Charitable Trust
The Linder Foundation
The Lord Belstead Charitable Settlement
The Martin Laing Foundation
The Michael and Shirley Hunt Charitable Trust
The N Smith Charitable Trust
The Ormiston and National Lottery Community #Iwill fund grant
The Pilgrim Trust
The Privy Purse Charitable Trust
The Rank Foundation
The Ranworth Trust
The Rayne Foundation
The Roger and Irene Graham Charitable Foundation
The Screwfix Foundation
The Sir Robert Gooch Charitable Trust
The Sobell Foundation
The Steel Charitable Trust
The Swire Charitable Trust
The Wixamtree Trust
The Yusef Foundation

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2022

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 9th September 2022 and signed on their behalf by:

Robert Parkinson (Sep 22, 2022, 9:23am)
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 2022

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 2022 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 2022, 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 agreed the financial statements to underlying records and we carried out testing of journal entries and other adjustments for appropriateness.
- We reviewed accounting policies for evidence of management bias and ensured that the accounting policies were correctly applied to the financial statements.
- 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 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.

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.

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)

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: 7 October 2022

Ormiston Families

Consolidated Statement of Financial Activities (incorporating Income and Expenditure Account) for the year ended 31 March 2022

		2022		Total	2021		Total
	Note	Unrestricted Funds	Restricted Funds		Unrestricted Funds	Restricted Funds	
		£000	£000	£000	£000	£000	£000
Income from:							
Donations and Legacies	2	822	6	828	92	19	111
Charitable activities	3						
Families		1,411	4,929	6,340	2,680	3,014	5,694
Justice		1,066	238	1,304	974	268	1,242
Charitable activities sub total		2,477	5,167	7,644	3,654	3,282	6,936
Other trading activities	4	1,165	-	1,165	1,039	-	1,039
Other income	6	60	6	66	238	-	238
Total		4,524	5,179	9,703	5,023	3,301	8,324
Expenditure on:							
Raising funds	7,8	1,347	122	1,469	1,461	-	1,461
Charitable activities	7,8						
Families		1,568	4,159	5,727	2,416	2,057	4,473
Justice		1,004	286	1,290	1,227	265	1,492
Charitable activities sub total		2,572	4,445	7,017	3,643	2,322	5,965
Total		3,919	4,567	8,486	5,104	2,322	7,426
Net income/(expenditure) for the year		605	612	1,217	(81)	979	898
Net movement in funds		605	612	1,217	(81)	979	898
Reconciliation of funds							
Total funds brought forward		1,664	1,817	3,481	1,745	838	2,583
Total funds carried forward	19	2,269	2,429	4,698	1,664	1,817	3,481

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 29-41 form part of these financial statements.

Ormiston Families

Group and Company Balance Sheets as at 31 March 2022

Company Number 02769307

	Notes	Group		Company	
		2022 £000	2021 £000	2022 £000	2021 £000
Fixed assets					
Intangible assets	12	22	28	13	-
Tangible assets	13	1,055	1,120	1,055	1,120
Investments	14	114	114	110	110
Current assets					
Stock	15	2	4	2	4
Debtors	16	3,166	1,528	3,184	1,520
Cash at bank and in hand		1,840	1,499	1,624	1,339
		5,008	3,031	4,810	2,863
Liabilities					
Creditors: Amounts falling due within one year	17	(964)	(722)	(802)	(576)
Net current assets		4,044	2,309	4,008	2,287
Total assets less current liabilities		5,235	3,571	5,186	3,517
Creditors: Amounts falling due after more than one year	18	(537)	(90)	(456)	-
Net assets		4,698	3,481	4,730	3,517
Funds of the Charity:					
Restricted funds	19	2,429	1,817	2,429	1,817
Unrestricted funds	19	2,269	1,664	2,301	1,700
Total funds		4,698	3,481	4,730	3,517

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 9th September 2022 and are signed on their behalf by:

RH Parkinson

Robert Parkinson
Robert Parkinson (Sep 22, 2022, 9:23am)
Chair

HCatchpool

Hannah Catchpool
Hannah Catchpool (Sep 22, 2022, 9:23am)
Trustee

The notes on pages 29-41 form part of these financial statements.

Ormiston Families

Consolidated Statement of Cash Flows for the year ended 31 March 2022

	Notes	2022 £000	2021 £000
Cash flows from operating activities			
Net cash (used in) / provided by operating activities	22	(183)	311
Cash flows from investing activities			
Purchase of tangible fixed assets		(12)	(5)
Purchase of intangible fixed assets		(13)	-
Net cash used in investing activities		(25)	(5)
Cash flows from financing activities			
Receipts from new borrowings taken out during the year: bounce back loans		649	100
Repayment of borrowings		(100)	-
Net cash provided by financing activities		549	100
Change in cash and cash equivalents in the reporting period		341	406
Cash and cash equivalents at 1 April		1,499	1,093
Cash and cash equivalents at 31 March	23	1,840	1,499

Analysis of changes in net debt

	1st April 2021 £000	Cash flows £000	Other non-cash changes £000	31st March 2022 £000
Cash and cash equivalents				
Cash	1,499	341	-	1,840
	1,499	341	-	1,840
Borrowings				
Loans due within one year	(10)	(102)	-	(112)
Loans due after one year	(90)	(447)	-	(537)
	(100)	(549)	-	(649)
Total	1,399	(208)	-	1,191

The notes on pages 29-41 form part of these financial statements.

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2022

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) 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 28.

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 £1,213,000 (2021 - £890,000).

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 2022 was 14 (2021 - 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 2022

(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 budget and cash flow forecast model, repayment of Government CBILS loan support and the expected level of reserves, the Trustees consider there are sufficient reserves held at 31 March 2022 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 including a period of at least 12 months from the date of signing these accounts. 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
IT operational hardware pool	-	Over 3 years 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 2022

(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 and their historical cost (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 2022
(continued)

2 Income from donations and legacies

	2022			2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds		Funds	Funds	
	£000	£000	£000	£000	£000	£000
Donations	62	6	68	56	12	68
Legacies	150	-	150	-	-	-
Trust funding	210	-	210	36	7	43
Ormiston Trust general grant	400	-	400	-	-	-
	822	6	828	92	19	111

3 Income from charitable activities

	2022			2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds		Funds	Funds	
	£000	£000	£000	£000	£000	£000
Government funding	2,401	4,264	6,665	3,560	2,564	6,124
Customer fees	36	1	37	20	125	145
Trust funding	-	687	687	-	409	409
Ormiston Trust project funding	-	215	215	11	184	195
Other grant funding	40	-	40	63	-	63
	2,477	5,167	7,644	3,654	3,282	6,936

There are no unfulfilled conditions at the year end relating to Government funding (2021 - none).

4 Income from other trading activities

	2022			2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds		Funds	Funds	
	£000	£000	£000	£000	£000	£000
Fundraising events	36	-	36	3	-	3
Trading subsidiary activities (note 5)						
Ormiston Families Enterprises Ltd	886	-	886	746	-	746
Blois Meadow Day Nursery Ltd	243	-	243	250	-	250
Rent	-	-	-	40	-	40
	1,165	-	1,165	1,039	-	1,039

5 Trading subsidiary activities

	2022	2021
	Unrestricted Funds £000	Unrestricted Funds £000
Trading income		
Nursery income	1,127	891
Other income - furlough grants	2	105
	1,129	996
Trading expenses		
Direct costs	249	213
Wages and salaries	808	775
	1,057	988
Net income from trading activities excluding intercompany charges	72	8

Included within government furlough grants is £nil (2021 - £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 2022
(continued)

6 Other income

	2022			2021		
	Unrestricted Funds £000	Restricted Funds £000	Total £000	Unrestricted Funds £000	Restricted Funds £000	Total £000
Government furlough grants	57	6	63	233	-	233
Other	3	-	3	5	-	5
	60	6	66	238	-	238

Included within government furlough grants is £nil (2021 - £25,833) received after the year end, none of this income has been subject to clawback by HMRC.

7 Expenditure by type

Raising funds

	2022			2021		
	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	172	74	246	356	-	356
Events and other activity costs	118	48	166	117	-	117
Total fundraising costs	290	122	412	473	-	473
Cost of trading to generate funds						
Trading subsidiary activities (note 5)	1,057	-	1,057	988	-	988
	1,347	122	1,469	1,461	-	1,461

Expenditure on charitable activities

Wages and salaries	1,473	2,866	4,339	1,746	1,411	3,157
Other direct costs	817	1,032	1,849	1,445	500	1,945
Support costs	282	547	829	452	411	863
	2,572	4,445	7,017	3,643	2,322	5,965
	3,919	4,567	8,486	5,104	2,322	7,426

8 Expenditure by activities

	2022			2021		
	Activities undertaken directly £000	Support costs £000	Total £000	Activities undertaken directly £000	Support costs £000	Total £000
Raising funds	1,416	53	1,469	1,378	83	1,461
Charitable activities						
Families	5,050	677	5,727	3,878	595	4,473
Justice	1,138	152	1,290	1,307	185	1,492
	7,604	882	8,486	6,563	863	7,426

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

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2022 (continued)

9 Analysis of support costs

	Governance	2022 Support Costs	Total	Governance	2021 Support Costs	Total
	£000	£000	£000	£000	£000	£000
Expenditure by activities						
Wages & salaries	49	511	560	63	441	504
Recruitment, travel & other staff related	2	47	49	1	58	59
Property	-	80	80	-	91	91
IT & Communications	-	66	66	-	122	122
Insurance	-	43	43	-	33	33
Professional fees and memberships	17	49	66	17	15	32
Print, post, stationery & admin.	2	15	17	1	19	20
Depreciation	-	1	1	-	2	2
	<u>70</u>	<u>812</u>	<u>882</u>	<u>82</u>	<u>781</u>	<u>863</u>

10 Net income / (expenditure)

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

	2022 £000	2021 £000
Depreciation of tangible fixed assets		
- owned by the charity	77	86
Amortisation of intangible fixed assets	19	18
Operating lease rentals		
- plant and machinery	6	5
- other operating leases	128	113
Fees payable to auditor for :		
- audit of the charity	11	10
- audit of the subsidiary companies	6	7
- other services	4	3
	<u>4</u>	<u>3</u>

11 Staff

a Staff costs

	2022 £000	2021 £000
Wages and salaries	5,390	4,346
Social security costs	370	291
Pension costs	193	154
	<u>5,953</u>	<u>4,791</u>
Statutory redundancy payments upon project restructuring	<u>-</u>	<u>1</u>

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:

	2022 No.	2021 No.
Families	119	99
Justice	46	57
Operations	9	7
Enterprise	44	45
Corporate	30	28
	<u>248</u>	<u>236</u>

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2022

(continued)

11 Staff

b Staff numbers (continued)

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

	2022	2021
	No.	No.
Families	105	80
Justice	26	27
Operations	6	4
Enterprise	41	40
Corporate	25	23
	<u>203</u>	<u>174</u>

c Higher paid staff

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

	2022	2021
	No.	No.
In the band £60,001 - £70,000	-	1
In the band £70,001 - £80,000	3	3
In the band £100,001 - £110,000	<u>1</u>	<u>1</u>

The employer pension contributions relating to these staff amounted to £27,322 during the year (2021 - £26,910)

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 £516,199 (2021 - £469,381).

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 (2021 - 2) Trustees were reimbursed expenses totalling £273 (2021 - £248)

12 Intangible fixed assets

Group	Software	Goodwill	Total
Cost	£000	£000	£000
At 1 April 2021	-	119	119
Assets under construction	13	-	13
At 31 March 2022	<u>13</u>	<u>119</u>	<u>132</u>
Amortisation			
At 1 April 2021	-	91	91
Charged in year	-	19	19
At 31 March 2022	<u>-</u>	<u>110</u>	<u>110</u>
Carrying amount			
At 31 March 2021	-	28	28
At 31 March 2022	<u>13</u>	<u>9</u>	<u>22</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. The software under construction is the licence for new operational control software for Ormiston Families.

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2022

(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 2021	1,212	407	623	2,242
Additions	-	-	12	12
Disposals	-	-	(175)	(175)
At 31 March 2022	<u>1,212</u>	<u>407</u>	<u>460</u>	<u>2,079</u>
Depreciation				
At 1 April 2021	238	357	527	1,122
Charged in year	23	16	38	77
Disposals	-	-	(175)	(175)
At 31 March 2022	<u>261</u>	<u>373</u>	<u>390</u>	<u>1,024</u>
Net book values				
At 31 March 2021	974	50	96	1,120
At 31 March 2022	<u>951</u>	<u>34</u>	<u>70</u>	<u>1,055</u>
CHARITY				
	Freehold land and buildings £000	Leasehold land and buildings £000	Fixtures, fittings and equipment £000	Total £000
Cost				
At 1 April 2021	1,212	407	612	2,231
Additions	-	-	12	12
Disposals	-	-	(175)	(175)
At 31 March 2022	<u>1,212</u>	<u>407</u>	<u>449</u>	<u>2,068</u>
Depreciation				
At 1 April 2021	238	357	516	1,111
Charged in year	23	16	38	77
Disposals	-	-	(175)	(175)
At 31 March 2022	<u>261</u>	<u>373</u>	<u>379</u>	<u>1,013</u>
Net book values				
At 31 March 2021	974	50	96	1,120
At 31 March 2022	<u>951</u>	<u>34</u>	<u>70</u>	<u>1,055</u>

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2022 (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	884	651	243	213
Cost of sales	(704)	(641)	(191)	(193)
Gross Profit	180	10	52	20
Administrative expenses	(164)	(139)	(48)	(45)
Other operating income	2	135	-	37
Operating profit	18	6	4	12
Interest payable and similar expenses	-	(1)	-	(1)
Corporation tax charge	(4)	(4)	-	-
Profit for the year	14	1	4	11

Balance Sheet

	Ormiston Families Enterprises Ltd		Blois Meadow Day Nursery Ltd	
	2021 £000	2020 £000	2021 £000	2020 £000
Intangible fixed assets	123	142	-	-
Tangible fixed assets	-	-	-	-
Current assets	210	149	22	66
Current liabilities	(128)	(136)	(23)	(26)
Creditors falling due after more than one year	(81)	(45)	-	(45)
Net assets	124	110	(1)	(5)
Share capital and reserves	124	110	(1)	(5)

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; Payout Group Limited, Payout Childcare Limited, Payout Education Limited, Payout Childcare and Education Limited, Payout Nurseries Limited, Payout Holiday Clubs Limited, Payout Nurseries and Holiday Clubs Limited.

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2022 (continued)

15 Stock

	Group		Charity	
	2022	2021	2022	2021
	£000	£000	£000	£000
Merchandise	2	4	2	4

16 Debtors

	Group		Charity	
	2022	2021	2022	2021
	£000	£000	£000	£000
Trade debtors	2,790	1,258	2,790	1,258
Amounts owed by group undertakings	-	-	34	44
Other debtors	1	6	-	6
Prepayments and accrued income	375	264	360	212
	3,166	1,528	3,184	1,520

Legacy income accrued

As at 31 March 2022 the charity has accrued income from 1 (2021 - 0) legacy notifications for a total of £10,000 (2021 - nil).

Contingent legacy notification assets which did not meet the charity's recognition criteria and therefore not accrued at the year end are £nil (2021 - £150,000 for 1 legacy notification).

17 Creditors: Amounts falling due within one year

	Group		Charity	
	2022	2021	2022	2021
	£000	£000	£000	£000
Loans	112	10	94	-
Trade creditors	229	248	169	190
Corporation tax	4	4	-	-
Other taxation and social security	372	299	363	290
Amounts owed to group undertakings	-	2	-	2
Other creditors	9	6	3	-
Accruals	195	146	153	87
Deferred income	43	7	20	7
	964	722	802	576

Deferred income

	Group		Charity	
	2022	2021	2022	2021
	£000	£000	£000	£000
Deferred income at 1 April 2021	7	8	7	5
Released from previous years	(7)	(8)	(7)	(5)
Resources deferred in the year	43	7	20	7
Deferred Income at 31 March 2022	43	7	20	7

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

£649,000 provided under the Government Covid-19 support schemes (2021 - £90,000). The loans have all been repaid in full during April and June 2022

	Group		Charity	
	2022	2021	2022	2021
	£000	£000	£000	£000
Amounts due between one and two years	150	20	130	-
Amounts due between two and five years	387	60	326	-
Amounts due after five years	-	10	-	-
	537	90	456	-

Ormiston Families
Notes to the Financial Statements for the year ended 31 March 2022
(continued)

19 Statement of funds - Group

2021--22	Brought forward £'000	Income £'000	Expenditure £'000	Transfers in/(out) £'000	Carried forward £'000
Designated funds					
Tangible fixed assets	1,120	-	-	(65)	1,055
Unrestricted funds					
General fund	442	3,395	(2,808)	62	1091
Ormiston Families Enterprises Limited	107	886	(872)	3	124
Blois Meadow Day Nursery Limited	(5)	243	(239)	-	(1)
	544	4,524	(3,919)	65	1,214
Total unrestricted funds	1,664	4,524	(3,919)	-	2,269
Restricted funds					
Families	1,622	4941	(4,271)	-	2292
Justice	195	238	(296)	-	137
	1,817	5,179	(4,567)	-	2,429
Total funds	3,481	9,703	(8,486)	-	4,698
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	3,033	(2,057)	-	1,622
Justice	192	268	(265)	-	195
	838	3,301	(2,322)	-	1,817
Total funds	2,583	8,324	(7,426)	-	3,481

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 2022

(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.

20 Analysis of Net Assets between Funds

Fund balances at 31 March 2022 are represented by:

	Unrestricted Funds 2022 £'000	Restricted Funds 2022 £'000	Total Funds 2022 £'000
Intangible fixed assets	22	-	22
Investments	114	-	114
Tangible fixed assets	1,055	-	1,055
Current assets	2,579	2,429	5,008
Current liabilities	(964)	-	(964)
Creditors due after one year	(649)	-	(649)
Total net assets	2,157	2,429	4,586

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

21 Commitments under operating leases

At 31 March 2022 the total of the charity's future minimum lease payments under non-cancellable operating leases was:

Group	Land and Buildings		Other	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Amounts due within one year	123	117	2	3
Amounts due between one and five years	176	280	9	13
Total net assets	299	397	11	16

Charity	Land and Buildings		Other	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Amounts due within one year	75	49	2	3
Amounts due between one and five years	175	184	9	13
Total net assets	250	233	11	16

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2022

(continued)

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

	2022	2021
	£'000	£'000
Net income for the reporting period (as per the statement of financial activities)	1,217	898
Adjusted for:		
Amortisation (note 12)	19	18
Depreciation charges (note 13)	77	86
Decrease in stocks	2	6
(Increase) in debtors	(1,638)	(857)
Increase in creditors due within one year	242	170
(Increase) in borrowings due within one year	(102)	(10)
Net cash (used in) / provided by Operating Activities	(183)	311

23 Analysis of cash and cash equivalents

	At 31 March	At 31 March
	2022	2021
	£'000	£'000
Cash at bank and in hand	1,840	1,499
Total cash and cash equivalents	1,840	1,499

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 was responsible for any deficit arising. The annual contribution level had 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 from the 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 £193,000 (2021 - £154,000). There were contributions payable of £36,829 (2021 - £31,629) to the funds at the balance sheet date.

25 Related party transactions

During the year, the charity charged rent of £27,000 (2021 - £27,000) and a management fee of £27,065 (2021 - £16,290) to its wholly owned subsidiary company, Ormiston Families Enterprises Limited. In addition, expenses of £37,302 (2021 - £27,104) were recharged to Ormiston Families Enterprises Limited at cost. A gift aid distribution of £13,731 (2021 - £1,284) was made from Ormiston Families Enterprises Limited to the charity during the year. At the year end, a balance of £32,813 was owed by Ormiston Families Enterprises Limited (2021 - £44,238).

During the year expenses of £11,501 (2021 - £8,208) were recharged to Blois Meadow Day Nursery Limited by the charity. No gift aid distribution was received (2021 - £nil) from Blois Meadow Day Nursery Limited. At the year end, a balance of £690 (2021 - £1,765) 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 £4,461 (2021 - £3,661) and the balance outstanding at the year end was £295 (2021 - £198).

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 £21,709 (2021 - £21,003).

Trustees Peter Murray and Diana Murray are also trustees of the Ormiston Trust. During the year the Ormiston Trust provided general grant funding of £400,000 (2021 - £nil) and specific project grant funding of £214,787 (2021 - £195,000), the balance outstanding at the year end was £84,787 (2020 - £65,530).

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

There are no other related party transactions (2021 - nil).

26 Post balance sheet events

Since the end of the reporting period, Ormiston Families Enterprises Limited repaid the £99,000 CBILS loan in April 2022 and Ormiston Families repaid its £550,000 CBILS loan in June 2022.

Ormiston Families

Reference and administrative details for the year ended 31 March 2022

Trustees

Robert Parkinson, chair
Simon Walker, vice chair
Peter Murray OBE
Stephen Bennett
Hannah Catchpool, treasurer
Marlini Finney (from 9th September 2022)
Rosemary Gutteridge MBE, JP, DL
Jessica Godfrey-Withey (from 3rd December 2021)
Catherine McLaughlin
Miranda Kendall
Diana Murray
Julie Spence OBE, QPM, DL
Gail Tolley
Stephen West
Rebecca Wood (from 11th March 2022)

Patrons

Roger Graef OBE (until 2nd March 2022)
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

Bankers

Barclays Bank plc
35 Market Hill
Sudbury
CO10 2EP

Solicitors

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

President

Lady Tollemache

Vice Presidents

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

Company secretary

Duncan Turner

Company registration number

02769307

Charity registration number

01015716

Registered office

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