

Registered number: 02769307
Charity number: 01015716

ORMISTON FAMILIES
(A Company Limited by Guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

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TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2023

An introduction from our Chair and Chief Executive

In 2022/23 Ormiston Families worked directly with 4,800 families, offering over 24,000 sessions of support. It is not just the individual recipient of our interventions that benefit. Behind the scenes, the lives of parents, siblings, partners, and others can be transformed by the improved wellbeing of the family member we have supported.

But our work does not stop here. Increasingly, we are engaging with the whole family to enable them to better support each other. We are sharing our knowledge with schools, police, prisons, the NHS and local authorities. This approach helps them support the people we work with and enables us to collaboratively explore more effective ways of delivering services. By doing this we aim to bring about changes to deeply embedded systems that have often become entrenched due to increasing demand pressures and inadequate funding.

In 2022/23 Ormiston Families was awarded the contract to deliver a newly commissioned service across Norfolk, supporting parents to avoid recurring care proceedings. The contract comes as a direct result of an innovative service established by Ormiston Families over 10 years ago to support women who have had children removed into care. For the first time, there is now statutory provision in place in Norfolk to ensure parents' needs are also considered when they hand over their child to help break this cycle.

Against a backdrop of rising energy prices and UK wide financial turbulence, 2022/23 brought cost of living pressures to bear on many of the people we work with as well as our own dedicated employees and volunteers. This made it even harder for us to deliver on our vision to ensure the families we are working with feel safer, healthier and more resilient.

When we talk about building resilience, we are clear that we never expect anyone to become impervious to whatever confronts them. To the contrary, it is important we all learn to sense and recognise what is happening around us so we can react accordingly and seek support where necessary to enable us to bounce back more quickly.

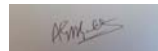
This is equally true of organisations. Last year proved to be a difficult year for Ormiston Families. In light of the economic climate, we closed three of our commercially run nurseries to limit the risks to our free reserves. We also took the painful decision to close one well-loved service and restructure others. By drawing on the combined experience and skills of our Board and leadership team and taking prompt but considered action, we believe we are now back on track and focussing on building on the many achievements and innovations noted in this report.

Finally, a huge thank you to Robert Parkinson who stepped down after seven years as our Chair after completing a full term as a Trustee. Robert's influence and careful guidance throughout this time has been immense and he leaves us as a much stronger charity. In October this year, his successor Gail Tolley will be taking over as our new Chair. In the interim, we are grateful to Miranda Kendall for providing cover in her role as Vice Chair.

"A massive thank you. We had been struggling for a long while and this service has made us understand our son more and his needs. It allows us to help him and recognise and support him better. We were so lucky with contact at the service." **Supporting Smiles service user.**



Miranda Kendall (Oct 19, 2023, 6:53pm)



Allan Myatt (Oct 19, 2023, 6:21pm)

Miranda Kendall, Interim Chair

Allan Myatt, Chief Executive

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REPORT OF THE BOARD OF TRUSTEES

The Board of Trustees is pleased to present its report highlighting the key achievements of the charity during this 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.

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.

Through this first year of our new three-year strategy our activities have continued within our key themes: families and justice.

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 & YOUUnited) offer emotional wellbeing support across Norfolk & Waveney and Cambridgeshire & Peterborough. Our Stars service offers bereavement support for children and young people, with a newspaper campaign set to highlight its power this summer.

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 Stronger Together service - an evolution of our Sensory Toy Library - continues to provide free access to high quality sensory resources as well as support groups for families caring for children and young people with special educational needs and disabilities.

Our justice 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 eight prisons 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.

Sadly, due to funding pressures, we said goodbye to Small Steps Together, our service working with new and expectant families dealing with the pressures of pregnancy and early parenthood.

We are also in the final few months of the time-limited #WeWill programme where we joined a national partnership of youth social action projects focusing on increasing wellbeing in schools and communities. Our involvement in the programme ended in July 2023 after a successful 18 months.

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 provided nursery childcare during the year under the commercial trading name "Play Out". Following a review of our nursery trading operations, Blois Meadow Nursery Ltd ceased providing childcare in December 2022 and will be dissolved. In August 2023 it was decided to hive up the remain nursery operation into the parent charity, therefore Ormiston Families Enterprises Limited will cease trading during 2023-24 and will also be dissolved.

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ACHIEVEMENTS AND PERFORMANCE

Our services

Whilst 2021/22 was a year of rapid growth and development for our services, 2022/23 was characterised by consolidation, innovation, and investment in quality, as the organisation responded and adapted to changes in the post-Covid and wider political landscape.

In line with our strategic plan for 2022-2025, this year has focussed on two priority areas: investing in upskilling and developing our staff and enhancing the quality and reach of our services.

Recruitment and retention of staff within an increasingly strained funding environment posed perhaps our greatest challenge. A collaborative review of pay and conditions across the organisation allied with positive negotiations with the commissioners of some of our more specialist contracted services meant that by the end of the year we were starting to achieve clear progress in retaining staff and filling key vacancies. In addition, recruitment of a new Learning & Development Manager boosted plans to upskill and develop existing staff, aiding retention whilst enhancing the quality and scope of our service delivery.

Our creation of a new Assistant Director for Mental Health role showed our desire to consolidate clinical quality, safety, and effectiveness across our burgeoning portfolio of mental health services. Indeed, the embedding of formal quality review and improvement cycles gathered pace across all services during 2022/23, with our Heads of Quality & Governance and Impact & Insight able to evidence and report on consistent incremental improvements in service performance, informed by a range of qualitative and quantitative data from service users, staff and stakeholders.

In 2022/23, Ormiston Families worked directly with 4,800 families through 24,694 sessions of support. We also welcomed 59,526 prison visitors across 1,294 visit sessions. This represents an increased reach in direct work of around 38% from the previous year, and more than double the number of prison visitors from 2021/22 as we continue to see the prison estate open up post-Covid.

Whilst it is encouraging to see the growth of our services, more important is the difference accessing our services makes to service users' lives. In 2022/23:

83% of people we worked with reported feeling safer after accessing our services.

84% 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.

Although there is never any room for complacency when it comes to the safety of service users and staff, evidenced improvements in the quality and consistency of safeguarding practice this year are noteworthy. Whilst our data indicates a relatively high safeguarding risk profile across all services, reflecting an increased acuity of need, no significant concerns around safeguarding practice have been raised and 'user voice' feedback from our end-of-service questionnaires consistently indicates that service users feel safer after working with us.

Of particular note this year has been the enhanced visibility and recognition of the impact of our services and the values-based approach employed by our staff among fellow professionals. Whether it be commenting on the effectiveness of our work ('Ormiston are the stakeholder who have delivered the best and most beneficial session so far to the STRIDE group. Their support to the men has been exceptional' (**Governor, HMP Bedford**)) or taking time to compliment our staff, the strong relationships we are building across sectors are paving the way for Ormiston Families to become an influential voice in improving outcomes for children, young people and families.

'They {Ormiston staff} were all thoroughly engaged with the course content from start to finish. Their contributions were so carefully considered, and we heard such thoughtful reflections about the course content and their learning, that we have not ever come across in our several years of delivering this course.'

'It's not common practice for us to contact the organisations who book participants onto our courses to share feedback and even though you'll already know what an incredible team you have, we both just wanted to say what a pleasure it was to work with them over the two days because of their compassion, professionalism, respect and care for learning about suicide prevention to better support the young people they work with.'

Trainer, ASK workshop

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Highlights and progress against 2022/23 plans and objectives

Last year, we set ourselves a number of objectives for 2022/23 relating to our services:

- Embedding the services established in 2021/22 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.
- Further enhancing our IT systems to provide more efficient management information for monitoring and evaluation of our work with children, young people and families.

The challenging economic situation has seen mixed results in our ability to expand our current reach.

We set up our charitably funded Mpower service several years ago to seek to address the significant emotional and financial costs of recurrent care proceedings to women, their children and wider society. Given the turbulent funding environment post-Covid, we were delighted this year that Norfolk County Council became one of the first local authorities in the country to acknowledge the detrimental impact of such proceedings and to formally tender for a support service in the county, which we were successful in securing after a competitive bidding process. As well as giving validation to the quality and effectiveness of Mpower's work, being able to take a delivery model from proof of concept to mainstream commissioned provision is testament to the increasing impact and influence of Ormiston Families on the wider sector, to the ultimate benefit of children, young people and their families.

Reaching this position has required a systematic and ongoing process of testing, refining and improving all our delivery models. This year, for example, Mpower took the innovative step of expanding support to fathers affected by recurrent care proceedings, engaging with training through MensCraft and embracing the father-inclusivity agenda in Norfolk. As well as addressing the immediate emotional impact on fathers in this situation, there is evidence that working with both parents is more likely to have a positive impact on the attitudes, needs and gender dynamics which contribute to them having successive children taken into care, and hopefully help break this destructive cycle.

Conversely, we had to make the difficult and sad decision to close our Small Steps Together peri-natal mental health service in Cambridgeshire, since it was deemed by our prospective charitable funders to fall within the scope of existing local authority commissioned provision. However, we were fortunate to be able to offer most affected staff comparable roles in other services and are delighted that they elected to stay.

The aforementioned funding challenges necessitated a scaling back of our immediate plans and aspirations for our YouCanBe service for young women seeking improvements in their self-esteem, relationships and sexual health. We are grateful to staff affected by this, whose primary focus remained on supporting their service users through what was a significant period of transition and change for all concerned. On a positive note, all the staff whose posts were at risk of redundancy were offered alternative roles within our Mpower service, supporting women whose children have been removed from their care and who want to rebuild their lives. We now look forward to re-imagining YouCanBe over the coming months with a clear focus and funding strategy.

We are delighted to have recruited and embedded a new role focussing on giving our service users a voice. Our Service User Involvement Officer was recruited in May 2022 and has already made great strides in working with services to understand how they can engage with service users for design and development. Staff have received training in *The Power of Participation*, using the Lundy model as a framework to think about pledges for embedding service user involvement in their area of work. A new Service User Network has been established as a way of communicating with people interested in getting involved, and a number of initiatives have already been completed or are in progress. These include service users being involved in staff recruitment, staff training, and the design of service welcome packs based on their feedback.

2022/23 also saw the successful launch of an electronic case management and recording system. As well as enhancing the security of confidential service-user records, the design and implementation of the system afforded a collaborative learning opportunity for staff to review, strengthen and embed consistent, safe and effective clinical governance processes.

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Having been integral to the design and implementation of this CharityLog system, our data insights team began its transition from a sole focus on the mental health service in Norfolk, to supporting the wider organisation. The team's expertise will be invaluable as we continue to explore our data and analysis potential to support impact measurement over the next year.

Once again, our dedicated staff have continued to maintain their focus on excellent outcomes for children, young people and families throughout. The stories of change and success that we hear from across the East of England simply would not be possible without our 272 (2021/22 – 328) employees and volunteers, and the generosity of our funders and supporters.

FAMILIES

Our work in communities
Supporting 953 people through 3,282 tailored sessions

'I feel I'm very good at identifying unhealthy behaviours in texts now (such as when someone is over charming). Before I wouldn't have even noticed. I wouldn't have thought of any risks previously, in my head I have the mentality that I'm young and if something happens to me then it happens to me but in reality you don't know what they are going to do.' **YouCanBe service user**

YouCanBe has continued to support teenage girls at risk of unplanned pregnancy and subsequent child removal. This year the service has reached 71 young women across Norfolk & Suffolk, maintaining the activity level from last year despite challenges with staffing and disruption to the service to reconsider the delivery model for efficiencies and funding potential. Research shows that a high proportion (more than 40%) of mothers who appear in repeat care proceedings with a baby are estimated to be aged 14-19 years when they first gave birth. (Lancaster University, 2017). Importantly, there were no reported pregnancies in service users this year and a 40% rise in contraception use. To support this, 85% of those who identified a need to work on building their self-esteem and resilience achieved this goal, putting them in a better position to make healthy relationship choices in future.

Our Sensory Toy library based in the Cambridgeshire fenlands has for many years provided invaluable support to the parents of children with special educational needs or disabilities. Many of these parents feel the challenges of social as well as geographical isolation, both of which were exacerbated and compounded during the pandemic. Thanks to some innovative practice and well-targeted networking, much of the administrative process for lending and booking out assets from the library has been automated and put online, and staff have been able to promote the service more easily to a wider network of parents and professionals, whilst being freed up to give renewed focus to running the much-valued 'face to face' parent support element of the service. This change has been reflected in the service being rebranded as Stronger Together. Continued monitoring of Stronger Together has confirmed the average reach per registered service user is 10 children and young people, meaning that 760 children have benefitted from support and resources this year.

Alongside the success of achieving a commissioned contract for Mpower in Norfolk, the service has continued to operate across Ipswich and Fenland and has branched out to Lowestoft. A new group session introduced in King's Lynn formed the ideal setting for a service user involvement initiative to create guidance on letterbox contact. Identified by the group as an area of need, practitioners and the service user involvement officer worked alongside the women in the group to collate and produce the document, which has since been adopted by Norfolk County Council and shared with other agencies to support other families in the same position.

One of the women in that position, facing the trauma of losing multiple children was Natalie. Here's how Mpower supported her for 2 years to start to rebuild her life:

Natalie's story (Mpower)

"I was like a robot back then. Just existing."

Already grieving the loss of her child, Natalie's anxiety became too much for her to bear when her youngest child was removed from her care. Isolated during lockdown and still hassled by her abusive ex-partner, she needed support to help her regain her identity and purpose. A referral to Ormiston Families' Mpower service offered Natalie a safe place to do so.

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Situation

After her referral, Natalie's anxiety was visible to her practitioner from her first session. She would shake and rock during their meetings, explaining that she could not answer the phone or go to the shops due to her anxiety and the difficult memories the local area triggered for her.

Natalie was feeling isolated, which was emphasised by the pandemic lockdowns, yet her abusive ex-partner would still knock on her door to harass her. She had no welfare benefits in place and was living solely from her savings.

Solution

As she was too anxious to speak on the phone, remote sessions with her practitioner were not possible for Natalie. Her practitioner sought permission to meet with her in her garden during lockdown, giving Natalie a vital human connection and an opportunity to express her feelings during her loneliest times.

Natalie confessed that she avoided taking phone calls she needed to take due to her anxiety. Her practitioner supported her in organising and facilitating important telephone conversations around her PIP claim, access to mental health services and in implementing a safety plan to keep Natalie safe from her ex-partner.

With her practitioner's guidance, Natalie was appointed a peer support worker for her mental health and began seeing a therapist who could help her make sense of her troubled past. She was prompted to call the police and liaise with professionals when approached by her ex-partner. Thanking Mpower and saying, "otherwise I'd have sat there rocking and nothing would have been done about him."

Natalie was also supported in moving house to an area unknown to her ex-partner and began to feel safe enough to go to the shops in the local area.

Success

Following her sessions, Natalie is now able to manage her day-to-day tasks independently, such as answering the phone and opening her post. She is looking forward to the future and is planning ahead, hoping to volunteer and eventually go back to work. She also hopes to pursue some of the hobbies she had left behind in recent years.

Natalie is now receiving all the benefits and income support she is entitled to, saying "I don't have to worry about bills now" and "I can now spend more than a tenner on food a week."

Having moved house, Natalie no longer worries about who knocks on her door and says she can walk to the corner shop and stand outside her house without worrying, something she called "freedom".

Our work supporting mental health

Supporting 3,112 people through 15,921 expert support sessions

'My care from Amy has been amazing. Because of my sessions with her, I can do more. I go to full-time school without feeling stressed. I can go to the city with not a lot of stress. I know that I can highlight the signs to a panic or anxiety attack. Amy has helped me bring back my confidence and I am so grateful for that.'

Supporting Smiles service user

Our Supporting Smiles children and young people's emotional wellbeing service in Norfolk is another example of commissioned provision, which Ormiston Families has run under successive contracts since 2012. The commissioners' decision this year to activate the optional 1-year extension clause reflected the consistent improvements in quality and service-user outcomes the service has delivered.

Norfolk's pursuit of an integrated mental health Alliance approach, with services increasingly delivered in partnership with a range of statutory, private and voluntary & community sector providers, led to some material changes to our Supporting Smiles delivery model this year. This involved the transfer of our access and advice and school-based Mental Health Support Team functions to an NHS mental health trust operating within the Alliance. In both cases, Ormiston Families was complimented by commissioners and the new provider for the collaboration, compassion and professionalism our staff exhibited in facilitating a smooth transition for service users and affected staff.

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Investment in staff and successful recruitment of high quality, clinically experienced managers also started to make a significant positive impact at our YOUUnited mental health support service in Cambridgeshire as it entered its second year.

Of particular note, the team piloted and secured permission and funding to extend a 'single session thinking' approach. The approach is designed to provide timely and meaningful support for children and young people by making the most of each encounter and treating each intervention session - but especially the first - as though it may be their one and only contact with the service. Initial evidence suggests this approach bodes well in terms of cutting waiting times and 'nipping in the bud' up to 50% of mental health concerns before they are able to escalate.

The success of this pilot and some of its key principles means similar approaches have been looked at by other Ormiston Families' services teams. They include our Stars specialist bereavement service, which itself started a pre-bereavement service pilot this year to help children prepare as early and effectively as possible for the imminent loss of a loved one. Stars has celebrated a full year of activity within the Ormiston Families portfolio having joined in January 2022. The team have helped 114 bereaved children and young people this year through over 650 sessions of support. Their creative methodologies have been praised by families and professionals, with over 90% of children reporting that they feel more able to talk about their feelings, understand the grieving process and maintain a connection with their loved one through memory-making.

The transport passport system is a further example of innovative practice which has influenced a wider system approach. It was developed by our #WeWill young people's social action initiative in Norfolk last year and adopted countywide by Norfolk County Council. #WeWill has worked with over 300 young people across schools in Great Yarmouth, delivering over 5,000 hours of wellbeing and youth social action activity. As the project comes to a close in July this year, here's a glimpse of the impact on one of those young people:

Megan's story (#WeWill)

Megan's mum was so impressed with how much her daughter benefited from being part of the #WeWill service that she wrote to us to tell us all about it...

'My daughter Megan really struggles to try something new, something out of her comfort zone, something that requires her to be in the spotlight. Megan has social anxiety and can often struggle with new situations if not guided by an adult. When Megan heard about the wellbeing ambassador programme, she was really interested but heavily unsure whether to sign up.

After a lot of encouragement, she took that step into putting her name down. A part of her hoped she wouldn't be accepted but it was still a huge achievement to her to sign up. When she got it she was so nervous to the point she didn't want to go to school.

More encouragement given she met Alex and the rest of the group. She instantly liked Alex and felt at ease. She liked his relaxed, caring and fun personality. She felt no pressure in being in the group which was important to her and us. She did get nervous on some tasks and struggled a little but managed to overcome that.

Being an ambassador has given Megan hope and confidence to push herself to help others and do more for herself. What was important for me was that Alex was able to recognise Megan's struggles without anyone telling him and him giving Megan that gentle nudge she needed without making her feel different. Megan felt included and important.

Thank you, Alex, for what you did with the children and what you did for Megan. You may not realise the huge impact you had on her. All it took was 1 smile, 1 helping hand and a few jokes to make this little girl feel a part of something worthwhile'

JUSTICE

**Our work with the families of offenders
Supporting 735 children, young people and their families through 5,491 personalised sessions
Welcoming 59,526 prison visitors to our prison visitor centres**

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'This Storybook dad is so good. I've never read a book before as I aint the best but they helped me and I done it. I could have cried with happiness. Big thank you for your help it means so much to me that I've done it and it was great.' **Prisoner, HMP Norwich**

This year HMPPS tendered out the region's prisoner family services contracts for 5-7 years. Whilst we were unsuccessful in keeping two of our services at HMPs Bedford and Littlehey, we were thrilled to retain our teams at HMPs Chelmsford, Highpoint, Whitemoor, Hollesley Bay and Warren Hill, as well as securing the Norfolk services at HMPs Norwich, Bure and Wayland, where we had operated for many years under previous contracts. It was lovely to see many familiar faces and to welcome erstwhile colleagues back to the organisation.

Having consolidated our contractual position for an extended period, our Prisoners' Family Services teams have spent the year focusing on developing high quality and innovative provision which builds on learning from the pandemic, which for many prisoners' families exacerbated an already painful separation. An example includes providing preparatory and debriefing sessions for families either side of a video 'visit' with a prisoner. Whilst virtual visits were a welcome development during Covid and have been retained in some establishments as a supplement to face-to-face visits, little thought was given at the time to the potential emotional impact of a loved one suddenly 'materialising' on a screen in the family home after a lengthy absence.

Building on learning from what is widely considered to be the world's most humane prison at Halden, in Norway, the team has also sought to demystify prison visiting for children and make it a more welcoming and positive experience. The introduction across our prison visitor centres of 'Dylan', the animated character of a boy who features in Ormiston Families' Brighter Futures animation, provides a friendly, familiar face for children who may be attending prison for the first time. Dylan invites children to ask him questions or raise concerns about having a parent in prison, which 'he' (staff members) answers through an online, moderated forum. HMPPS representatives were effusive in their praise for the project's creativity and innovation at a launch event.

Whilst our Prisoners' Family Services work primarily with the children and families of prisoners, our Probation Family Services in Suffolk and Hertfordshire collaborate with NACRO and the National Probation Service to provide direct support to offenders on probation or a release licence, to reconnect with their families and communities. Over the last year the team has been focused on developing and implementing shared quality assurance and impact measurement processes across its delivery partnership, eliciting strong approval and endorsement from all involved parties. The service has also developed fruitful partnerships with local law schools, who now provide a range of family law clinics to our service users on a pro bono basis.

Funded to work directly with children affected by familial imprisonment, our region-wide Breaking Barriers service last year began trialling an extension of service to the child's non-imprisoned parent, as a direct consequence of feedback from families. Early findings have reinforced our belief as an organisation that working with children in a wider, family-centred context, rather than in isolation, invariably produces better outcomes. With financial constraints often limiting the scope of funding to direct work with beneficiaries, our advocacy of a more holistic and innovative approach is another area where we have had some significant successes with funders and commissioners across a range of provision over the last year.

Other examples of innovative practice and influencing positive system change from our Breaking Barriers team include their creative use of volunteers and support staff to make follow-up calls to service-users who have completed their formal sessions with us, and the provision of awareness training to Police recruits on the 'hidden sentence' endured by children who have a parent in prison.

As well as being warmly appreciated by families receiving the calls, the former initiative has enabled us to garner good longitudinal data to evidence the lasting impact of our work on the resilience of children and their families, as well as the whole process also feeling engaging, rewarding and fulfilling for the staff members concerned. One of the stories we heard from these calls was about JJ:

JJ's Story (Breaking Barriers)

Unable to regularly visit his Dad in prison due to travel costs, JJ began to feel the distance. Feeling isolated and with his behaviour deteriorating in school, a referral to Breaking Barriers gave JJ the chance to explore his emotions.

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Situation

JJ's Dad was in prison on remand. He was able to visit in-person, but the distance and travel costs meant that contact was usually made via telephone. This was not enough for JJ; he was missing his Dad with whom he was very close.

JJ's behaviour at school began to decline and he had been placed on a reduced timetable. With staff turnover so high, JJ didn't feel he had a member of staff he could trust and was awaiting a move to a new school after an incident with the Headteacher.

JJ admitted that he was struggling to come to terms with his Dad being in prison and he would spend a lot of time on his own in his bedroom. He was referred to Breaking Barriers by his school's Safeguarding team.

Solution

JJ began seeing his Breaking Barriers practitioner at home and at school once a week. His new school was not aware of the impact of his father's imprisonment on him, placing him on a 6-week probation period. JJ's practitioner was able to communicate his challenges to his new school to put the correct support in place for a positive transition.

During his sessions, JJ explored his feelings about prison and discussed what prison is like, what his Dad's journey may look like and how he can maintain contact. JJ took on the idea of watching the same television programmes as his Dad so they could chat later about their favourite parts, making him feel closer to his Dad.

JJ openly explored how his mind and body reacted to certain triggers, working to devise healthy coping strategies to prevent his behaviour from spiralling in the future. It was put in place that JJ could go to his school's Pastoral Manager should he struggle between sessions.

Success

With his new support network of staff at his school, JJ began to trust professionals to help him cope with difficult emotions. Eventually, he began to really enjoy school in a way he hadn't before.

JJ's practitioner maintained contact with his Mum after his sessions, building a collaborative relationship with her to ensure his great progress continued.

After his probation period, JJ was offered a permanent placement at his new school and was excelling in Maths and English classes. He formed good friendship groups and his school expressed that they were 'incredibly proud' to have him at their school.

JJ said: "It was good to have someone to talk to, to help me not misbehave."

COMMERCIAL

Play Out

Up until December 2022, Play Out consisted of full day care nurseries in Ipswich, Hadleigh and Steeple Bumpstead, and preschool in Framingham Earl (which it manages for the charity). Play Out Campus - a summer holiday club specifically for The Sanger Institute did not go ahead this year.

The Directors took the very difficult decision, supported by the Board of Trustees, to close all settings apart from Ipswich over December 2022 - January 2023. This decision was based on the significant impact of inflation at the same time as Government funding lagged well behind costs and is something that impacted the whole sector.

We continue to run Play Out nursery in Ipswich and are in the process of moving Ormiston Families' central office base to sit on the same site. This is part of the strategic plan to make better use of our assets and facilitate the organisation's agile working practices. It is also anticipated that some voluntary opportunities to reinvigorate the outdoor spaces of the site will benefit both staff and the families using the Play Out facility.

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Our people

Without our people, both employees and volunteers, we wouldn't be able to make such a positive difference to the young people and their families with whom we work. During 2022/23, we continued to embed our agile working policy, enabling our employees to better balance work with family responsibilities while continuing to put our service-users first.

One of our strategic objectives is to invest in upskilling and developing our staff. To facilitate this, we appointed a Learning and Development Manager in September, whose first task was to review our e-learning platform, used for mandatory training for our employees and volunteers. This resulted in a switch to our new e-learning platform iHasco which offers a more comprehensive package with more engaging content, delivered via video presenters.

All our managers also took part in an Economic and Social Research Council-funded research project developed by the Universities of Westminster and Sheffield, in collaboration with ACAS. *Skilled Managers, Productive Workplaces* explores the link between management practices, employee engagement and organisational performance. They developed an online training intervention designed to help managers to handle difficult workplace issues more effectively. Our managers took part in testing this intervention to see whether it changes managers' practice and, in turn, whether this translates into improved performance. The results are measured by surveying employees before and after the training. We will receive a report outlining our results later in 2023.

To aid recruitment and retention, during 2022/23 we undertook a company-wide job evaluation and salary benchmarking exercise using the Croner independent benchmarking and job evaluation software. We offered employees the opportunity to move from our old "time served" system to a new market-led system based on our benchmarking exercise, which the majority of employees accepted.

We take our employees' wellbeing and satisfaction very seriously, and usually survey them annually using the Birdsong Charity Benchmark survey. However, we decided to forgo this in 2022 and use the Mind Workplace Wellbeing Initiative to better understand how we can support our employees' mental health. We were delighted to receive a Bronze Workplace Award and will use the resulting report to further improve the support we offer our employees.

We continued to work with Investors in Volunteers to renew our accreditation which is still in the assessment process. Meanwhile, our number of active volunteers has decreased to around 20, so we took the decision to move volunteer management back to service managers and remove our dedicated Volunteering Manager post. We will continue to explore ways to recruit and encourage volunteers.

Our approach to fundraising

2022/23 was the first year after the pandemic where we were able to put in place a full fundraising programme of events and community activities.

We saw over 40 participants joining #TeamOrmiston and taking part in the Whole Hog obstacle course and mud races and our London Marathon team of 15 runners (October and April) put in months of training and fundraising to take part. We also saw supporters take the plunge and skydive to raise funds as well as community organisations - including choral societies, golf clubs, Rotary and Round Table groups - also raising valuable funds for our work.

Our Fundraising Advisory Board (FAB Committee) led by our President, Lady Xa Tollemache, continued to work tirelessly to help us host and deliver a unique series of events. Alan Titchmarsh MBE was the guest speaker at a fundraising lunch hosted by Lady Tollemache, and Charlie Taylor, HM Chief Inspector of Prisons, delivered this year's Annual Lecture at Cambridge University.

To enable us to maximise the exposure of these opportunities and further raise awareness of our work, we invested in a new Head of Communications and Engagement. With a background in journalism and strong local links, we are already reaping the benefits of this appointment.

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One of the first successes was the Big Give Christmas Campaign, through which we were pleased to be the recipient of match funding enabling us to develop a book and animated film to support children affected by the imprisonment of a parent of close family relative. This is due to be released later in the year.

We also saw a healthy increase in support from existing and new corporate partners. These include:

- Seven Resourcing raised over £10k for the organisation and it was great to see so many of their team take part in our events. Members of the Seven team delivered employability workshops for some of the young people taking part in our #WeWill project in Great Yarmouth and in turn, we delivered mental health awareness workshops for their staff. We are thrilled that we will continue our partnership in 2023/24.
- Ilife Media have been incredibly supportive and facilitated a partnership with the Cambridge Independent to run a two-month appeal for our Stars bereavement service in 2023/24. We look forward to reporting on its success in next year's report.

The brief appointment of a Head of Business Development & Partnerships was pivotal in securing the new commissioned contract for delivery of Mpower in Norfolk and initiating a number of partnership opportunities. Despite financial pressures resulting in a re-evaluation of this position and adoption of the remit into the Director of Income Generation role, exciting groundwork has taken place and working practices introduced to support future tender, business development and partnership opportunities.

Ongoing and growing support from existing and new trusts and foundation partners has enabled us to continue delivering our vital work across the East of England. Their continuing support is a lifeline for our charitable services, and we will continue to develop these partnerships over the coming year. We were also pleased to see several small trusts awarding unrestricted and core funding to the charity. This is essential in enabling us to underwrite funding shortfalls in our charitable activities.

Our impact and insights team work alongside the trusts and foundations team, ensuring we can regularly update our partners on the impact their valuable investments are having on the lives of children, young people and their families across the East of England.

On behalf of the children, young people and families we support we want to thank all the philanthropic individuals, trusts and foundations, businesses and community organisations who, despite the current economic challenges, supported Ormiston Families during this year.

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PLANS FOR FUTURE YEARS

In our strategic plan for 2022-2025, we identified six priority areas for development: 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.

Having completed the first year of this plan, we have made substantial progress in each area as outlined in our report on our achievements and performance and have now honed some overarching themes we will seek to apply across all our services over the next two years. These are to:

- a) Ensure inclusivity, engaging with the whole family group for the benefit of children and young people
- b) Become a leader in trauma-informed practice and service-user co-production
- c) Become leaders in early intervention approaches for children, young people and their families
- d) Working collaboratively with other organisations to identify opportunities and solutions to bring about beneficial system changes for our service users.
- e) Enhance 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.

More specifically our objectives for 2023/24 include:

- Achieving 2023/24 budget targets; while ensuring we end the financial year with a free reserve position within our reserves policy window of between £700k and £1,100k.
- Establishing and embedding Mpower in Peterborough and promoting our commissioning success in Norfolk to this and other Mpower locations, engaging local authorities in discussions to develop similar contracts in their areas.
- Securing commissioned income for our other charitably funded services.
- Expanding and developing our work and impact in the lives of teenagers, with service similar to YouCanBe.
- Strengthening our clinical mental health expertise to underpin all our mental health and emotional wellbeing provision.
- Retaining and building on our current mental health contracts in Norfolk.
- Securing long-term funding for Stronger Together in Cambridgeshire so that we can grow the number of SEND groups and sessions we are able to facilitate.
- 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 and relocating to an alternative location better suited to our post pandemic needs and agile working practices.
- Further developing our IT systems to:
 - meet Cyber Essential accreditation requirements and higher.
 - improve the services we offer to the children, young people, and adults we are working with – e.g. automated session booking applications.
 - improve our administration of employee personnel processes.
- Reducing our organisational energy and travel carbon emissions per employee (FTE) by at least 5% over the course of 2023/24.
- Being selected as a Charity of the Year finalist at the prestigious Children and Young People Now awards.

2022/23 saw inflation rise rapidly. The resulting damage across the whole economic environment impacted both on Ormiston Families and the families we work with.

As mentioned in our introduction, our Play Out commercial nurseries proved to be an early indicator of the challenges we were to face during the year. With parents reducing their take up of nursery hours as they struggled to meet the cost of childcare and our salary bills and other overheads increasing, we were forced to take the tough decision to close three of our four settings. To help us address the reduced unrestricted income from our nursery enterprise, and to enable us to continue to underwrite our non-contracted charitable activities, we are aiming to:

- Expand our corporate donor giving base to secure regular donations from partner companies and at least one additional major partnership during the year.

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- Develop a new programme of challenge events for the employees of partner companies and others to help us raise unrestricted funding to help sustain our non-commissioned charitable activities.
- Create new sustainable commercial products/services, that are in keeping with our overall vision and skill set, to generate unrestricted funds to replace income previously derived from commercial nurseries.

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FINANCIAL REVIEW

2022/23 has been a challenging year managing the ongoing financial impacts from the pandemic generating an overall deficit of £1,485k from total income of £9,005k enabling us to maintain planned services and capacity supporting our beneficiaries as long as possible whilst we were awaiting the outcome of major funding decisions. Sadly, we ultimately had to take some difficult service restructuring decisions following some disappointing funding outcomes. In the first quarter cashflow enabled us to repay our loan support from the Government under the Coronavirus Business Interruption Loan Scheme (CBILS). In utilising some free reserves to support our service capacity for beneficiaries our free reserves have now dropped to the lower end of our policy range.

Restricted funding for services reduced by £473k during the year to £4,674k, the second half year was particularly disappointing. This has also contributed to the decrease in our total income to £9,005k compared with £9,703k in 2021/22. Overall Government funding for services remained stable at £6,674 compared to £6,665k in 2021/22. Our strategy to significantly increase restricted trust grant income for our services slipped back from the previous year's success with a 26% (£182k) reduction to £505k excluding the Ormiston Trust who increased their restricted service funding by £82k to £297k for which we are very grateful and helped us continue to support some of our beneficiaries longer than we may otherwise have been able to do.

Voluntary income reduced by £330k to £499k, this reduction follows a one off unrestricted trust grant in the previous year of £200k and a reduction in legacy income of £134k with no new legacy notifications during the year.

With no significant increases in funding becoming apparent for our nursery operations we had to take the tough decision to close the majority of our nursery settings at the end of quarter three due to the business model becoming unsustainable. As a result, our income from our nursery trading subsidiaries reduced to £863k compared with £1,129k in 2021/22.

Within the net reduction in funds for the year of £1,485k (2021/22 - £1,217k increase) unrestricted funds reduced by £471k (2021/22 - £605k increase) reflecting the reduction in our unrestricted grants and legacies alongside the losses incurred restructuring our nurseries and the use of free reserves to support our charitable services. Restricted funds reduced by £1,014k (2021/22 - £612k increase) reflecting the expenditure timing difference from the receipt of additional restricted fund income carried forward from previous years for expenditure within our charitable services.

Our nursery trading subsidiaries generated a loss of £283k compared to a profit of £76k in 2021/22 before management charges, internal rent and tax reflecting the difficult trading environment and decision to close the majority of our nursery activities. Blois Meadow Day Nursery Limited is in the process of being dissolved and the charity has also written off the investment of £110k in the equity shares of Ormiston Families Enterprises Limited. At the year end, Ormiston Families Enterprises Limited held net liabilities of £185k (2021/22 - £110k net assets). The charity was owed £120k (2021/22 - £34k) which represents funding for an orderly restructure in the best interests of the parent charity's reputation, the £34k last year was in relation to short-term working capital funding which was repaid. Following consideration of professional advice during 2023-24 with respect to the best group structure and capitalisation required to continue operating the remaining nursery activity the Board of Trustees has decided to hive up the remaining nursery and dissolve the subsidiary companies.

The Board of Trustees have planned to continue our regionalised service strategy for our remaining services and prioritising support for the current needs of our beneficiaries with a budgeted surplus for 2023/24 to restore some of the free reserves utilised in 2022/23. This with the additional free reserves generated from completing the sale of one of our freehold properties in Ipswich during 2023/24 will ensure sufficient free reserves to sustain the charity whilst developing long-term income diversified streams.

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

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geographical areas.

The Board of Trustees have carried out a review of the free reserves policy which recommends free reserves of between £700k and £1,100k and agreed that there should be no change to these levels based upon expected growth, tenders due and risk profiles for statutory and non-statutory funded activities within current budget plans.

On 31 March 2023, the charitable group balance sheet remained strong, holding funds of £3,213k (2022 - £4,698k) of which £987k (2022 - £1,191k) is represented by fixed assets and investments. Unrestricted funds are £1,798k (2022 - £2,269k) with £987k (2022 - £1,191k) funding fixed assets, leaving unrestricted free reserves as of 31 March 2023 of £811k (2022 - £1,078k). This is at the lower end of policy levels. With plans in place to increase levels with property disposal proceeds and the budget surplus outlined above, this is thought to give sufficient resilience to the charity.

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. Restricted funds held were £1,415k (2022- £2,429k) reflecting the net expenditure of previously received funds during 2022/23.

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 service and budget plan assessing the opportunities for growth and sustainability in the current economic climate. This has included assessing cashflows, strength of liquidity, disposal opportunities for surplus property and the confidence of our future potential debt capacity if required having repaid our CBILS loans. 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 2023 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 is a going concern.

Principal Risks and Uncertainties

As in previous years, the Board of Trustees has reviewed and assessed the organisation's strategic, operational and governance risks, in particular noting the continuing economic pressures arising from high inflation. 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 to which the charity is exposed, and the mitigating steps are summarised overleaf:

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Risk	Mitigation
Personnel loss	<p>Remuneration policies reviewed alongside sector benchmarks in 2022</p> <p>Improved benefit package implemented in 2021 and new pay policy implemented in December 2022 with all salaries brought up to lower quartile levels as a minimum</p> <p>Further 5% payroll uplift allowed for in 2023 to help counter inflation</p> <p>New agile working policy implemented in 2022 - highly commended by staff</p> <p>MIND staff survey conducted in Spring 2022 - recommendations to be considered & enacted</p> <p>Increased mental health and wellbeing support for staff introduced</p> <p>Staff appraisals conducted and individual & organisational development plans agreed</p> <p>Trustee annual reviews undertaken and new Chair appointed in line with succession plans</p> <p>Employee forum engaged in reviewing and informing policies</p>
Financial mismanagement	<p>Financial systems and processes reviewed by trustees and external audits</p> <p>Finance team training maintained to ensure awareness of fraud risks & common scams</p> <p>Robust budgeting monitoring processes maintained</p>
Reputational loss	<p>Quality standards maintained with routine observations and audits</p> <p>Implementation of policies by service leads and senior leadership team</p> <p>Safeguarding and data protection training provided for all staff</p> <p>DBS checks undertaken on appointment and routinely sampled thereafter</p> <p>New GDPR specialist consultants appointed to advise on all data protection matters</p> <p>New Head of Communications and Engagement role to oversee public relations</p>
Loss of Ormiston Trust funding and support	<p>Regular informal and formal dialogue maintained with Ormiston Trust</p> <p>Ormiston Trust's continued presence on the Board of Trustees</p> <p>Three-year project funding plan agreed with Ormiston Trust</p>
Loss of major contract	<p>Regular performance monitoring undertaken by managers and senior leadership</p> <p>Key performance indicators monitored by senior leadership</p> <p>Significant concerns reported quarterly to the Board of Trustees</p> <p>Regular dialogue, reporting and review, maintained with commissioners and delivery partner organisations at local and senior levels</p> <p>Establishing complementary service contracts/grants that work alongside major contracts</p>
Loss of infrastructural assets	<p>Disaster recovery plans in place</p> <p>Insurance cover reviewed and updated</p> <p>Security of premises and fire protection reviewed</p> <p>Archived service user records held centrally in secure, fire-proof room</p> <p>Secure offsite hosting of IT infrastructure and data records</p> <p>Automated data back-up procedures in place</p> <p>Data protection training and testing, supported with the appointment of an external GDPR specialist consultancy</p> <p>Information governance processes in place and regularly reviewed</p> <p>Cyber security processes reviewed regularly, and Cyber Essential accreditation awarded in 2023</p> <p>Ready access to specialist professional advice and support maintained</p>
Adverse economic climate	<p>Reduced non-contracted service expenditure for 2023/24</p> <p>Reduced central office payroll expenditure.</p> <p>Reduced 2023/24 budget implemented with non-payroll related inflation factored in at 8% and trust income target maintained at previous levels</p> <p>Asset rich balance sheet maintained to facilitate borrowing if required.</p> <p>Maintained market awareness through trustees and SLT.</p> <p>Considering strategic alliances/partnerships to increase unrestricted income and share or reduce risk</p>

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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 has been one trustee appointment and three resignations since the previous year with one additional resignation after the year end. 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 2022/23 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 the Charity Commission's Charity Governance Code and GDPR. Other recent topics covered have included Equality, Diversity and Inclusion (EDI), the fundraising code of practice and safeguarding in addition to work across our projects and our independent staff survey outcomes.

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

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

The Board of Trustees meets four times a year to carry out its responsibility for ensuring that the activities undertaken are in line with the objects of the charity. A quorum consists of not less than three members and decisions are reached by majority. During the year an additional meeting was held to discuss funding levels, operational plans and the appropriate budget. Average trustee attendance at board meetings was 90% during the year ended 31 March 2023 (2022 – 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 44.

The Board of Trustees has four committees, with terms of reference, whose members during the year to 31 March 2023 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 6 times during the year during the year ended 31 March 2023, this included two additional meetings evaluating additional budget and reserves policy analysis.

Members: Hannah Catchpool (chair), Stephen West, Stephen Bennett (until September 2023), Simon Walker (until November 2022), Jessica Godfrey-Withey and Marlini Finney (from November 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 2023.

Members: Simon Walker (chair) (until November 2022), Gail Tolley (from May 2022, chair from November 2022), Hannah Catchpool, Miranda Kendall, Catherine McLaughlin, Jessica Godfrey-Withey 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 2023.

Members: Julie Spence (chair) (until October 2022), Miranda Kendall (chair from October 2022), Peter Murray, Rosie Gutteridge, 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

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also meets on an ad-hoc basis during the year as and when senior management team remuneration needs to be considered and does this alongside both group and charity performance and benchmarking data in order to have informed discussions and make decisions.

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

The remuneration committee met once during the year ended 31 March 2023.

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

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consequences on the environment. In keeping with our vision of a world where families feel safe, healthy, and resilient, Ormiston Families is committed to developing working practices that minimise environmental damage and help protect the planet to provide a brighter future for us all.

Policy Principles:

- All Ormiston Families staff and volunteers are encouraged to take personal responsibility for considering the environmental impact of all their activities, practices, and procedures.
- We are proactive in minimising our production of waste by reusing or recycling materials.
- We 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 are building an environmentally friendly work culture through regular internal communication and stakeholder engagement.
- We 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.

For the year 2021/22 we reported our average carbon emissions per employee (arising from property energy consumption and staff mileage) as 803 kg of CO₂ per full time equivalent (FTE) employee and set a target to reduce this by 15% over 2022/23.

With a combination of switching energy providers and raising staff awareness of our aims and objectives, we actually achieved a reduction of 120.61 kg of CO₂ per FTE which equates to a 15.01% reduction overall.

In 2021/22 we introduced a new agile working policy which strongly supports our environmental objectives by allowing staff more flexibility in determining when they will work and where. While staff are required to travel to an office for specific meetings or on certain working days, many staff have now adopted working patterns that enable them to perform equally well at home; thereby reducing unnecessary travel.

As a direct consequence of this, the demand for desk space at our main headquarters in Ipswich has fallen dramatically which has presented us with the opportunity to relocate to a much smaller hot-desking arrangement at our 333 Felixstowe Road premises. We completed this move in Summer 2023, which enabled us to sell The Drift office and substantially reduce our overall energy consumption by approximately 6300 kg CO₂/ kWh per annum.

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 2023/24

- Reduce the average carbon emissions per employee arising from our energy consumption and staff travel by 10% this year – Currently 682.76 kg of CO₂ per FTE employee per annum.
- Relocate our central office workspace to 333 Felixstowe Road, Ipswich, reducing our energy consumption.
- Continue to promote and embed a cultural aspiration to minimise our environmental impact across the organisation.
- Introduce a mileage expenses claim form that separates out green miles travelled and automatically captures CO₂ emissions per journey based using a registration licence plate calculator.
- At least three members of our Environmental Working Group to attend the Groundwork Carbon Literacy course.
- Introduce a carbon offset scheme
- 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 2024/25

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2023

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:

Alan Boswell Group Charitable Trust

Annie Tranmer Charitable Trust

Augustine Courtauld Trust

Bailey Thomas Charitable Fund

Bedfordshire Police and Crime Commissioner

Bedfordshire and Luton Community Foundation

- Luton Rising Small Grants Fund

Cambridgeshire Community Foundation

- Outlook Fund
- High Sherriff Fund
- #iwill Fund

Cambridgeshire Police and Crime Commissioner

Cathy Wills Charitable Trust

Charles S French Charitable Trust

Children in Need

D. C. Moncrieff Charitable Trust

Earl Fitzwilliam Charitable Trust

Edgar E Lawley Foundation

Essex Community Foundation

- Christopher Holmes Charitable Fund
- Michael Pratley Charitable Fund

Four Acre Trust

Fowler, Smith and Jones Trust

Frank Branston Charitable Trust

Garfield Weston Foundation

Geoffrey Watling Charitable Trust

Harpur Trust

Lord Belstead Charitable Trust

Martin Laing Foundation

Michael and Shirley Hunt Charitable Trust

Mrs L D Rope Third Charitable Settlement

Mrs Smith and Mount Trust

NHS Cambridge and Peterborough CCG

Nichol Young Foundation

Norfolk Community Foundation

- Household Support Fund
- Children and Young People Community Mental Health Fund

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2023

- Great Yarmouth Community Investment Fund
- Fuller Endowment Fund
- New Endeavour Rangers Fund

Norwich Consolidated Charities: Freemans Charity

Ormiston Trust

Paul Bassham Charitable Trust

Prudence Trust

Pye Foundation

R C Snelling Charitable Trust

R S Brownless Charitable Trust

Ranworth Trust

Reiss Fund

Rix-Thompson-Rothenberg Foundation

Shanly Foundation

Souter Charitable Trust

St James Place Foundation

Suffolk Community Foundation

- Realising Ambitions Fund
- Maurken Fund
- High Sherriff's Fund
- Police and Crime Commissioners Fund
- Birketts Fund
- Pear Family Fund

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2023

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 8th September 2023 and signed on their behalf by:



Miranda Kendall (Oct 19, 2023, 6:53pm)

Miranda Kendall, Interim Chair

ORMISTON FAMILIES

(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ORMISTON FAMILIES FOR THE YEAR ENDED 31 MARCH 2023

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 2023 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 2023, 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.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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

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

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

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

Use of this Report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, for our audit work, for this report, or for the opinions we have formed.



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

PRICE BAILEY LLP
Chartered Accountants Statutory Auditors

Tennyson House
Cambridge Business Park
Cambridge
CB4 0WZ

Date: 23 October 2023

Ormiston Families

Consolidated Statement of Financial Activities (incorporating Income and Expenditure Account) for the year ended 31 March 2023

	Note	2023			2022		
		Unrestricted Funds £000	Restricted Funds £000	Total £000	Unrestricted Funds £000	Restricted Funds £000	Total £000
Income from:							
Donations and Legacies	2	467	32	499	822	6	828
Charitable activities	3						
Families		1,887	4,427	6,314	1,411	4,929	6,340
Justice		1,041	247	1,288	1,066	238	1,304
Charitable activities sub total		2,928	4,674	7,602	2,477	5,167	7,644
Other trading activities	4	889	-	889	1,165	-	1,165
Investments	6	13	-	13	-	-	-
Other income	6	2	-	2	60	6	66
Total		4,299	4,706	9,005	4,524	5,179	9,703
Expenditure on:							
Raising funds	7,8	1,459	226	1,685	1,347	122	1,469
Charitable activities	7,8						
Families		2,109	5,393	7,502	1,568	4,159	5,727
Justice		965	338	1,303	1,004	286	1,290
Charitable activities sub total		3,074	5,731	8,805	2,572	4,445	7,017
Total		4,533	5,957	10,490	3,919	4,567	8,486
Net (expenditure)/income for the year		(234)	(1,251)	(1,485)	605	612	1,217
Transfers between funds	19	(237)	237	-	-	-	-
Net movement in funds		(471)	(1,014)	(1,485)	605	612	1,217
Reconciliation of funds							
Total funds brought forward		2,269	2,429	4,698	1,664	1,817	3,481
Total funds carried forward	19	1,798	1,415	3,213	2,269	2,429	4,698

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 31-43 form part of these financial statements.

Ormiston Families

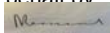
Group and Company Balance Sheets as at 31 March 2023

Company Number 02769307

	Notes	Group		Company	
		2023 £000	2022 £000	2023 £000	2022 £000
Fixed assets					
Intangible assets	12	6	22	6	13
Tangible assets	13	981	1,055	981	1,055
Investments	14	-	114	-	110
Current assets					
Stock	15	1	2	1	2
Debtors	16	894	3,166	1,003	3,184
Cash at bank and in hand		2,699	1,840	2,686	1,624
		3,594	5,008	3,690	4,810
Liabilities					
Creditors: Amounts falling due within one year	17	(1,368)	(964)	(1,245)	(802)
Net current assets		2,226	4,044	2,445	4,008
Total assets less current liabilities		3,213	5,235	3,432	5,186
Creditors: Amounts falling due after more than one year	18	-	(537)	-	(456)
Net assets		3,213	4,698	3,432	4,730
Funds of the Charity:					
Restricted funds	19	1,415	2,429	1,415	2,429
Unrestricted funds	19	1,798	2,269	2,017	2,301
Total funds		3,213	4,698	3,432	4,730

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 8th September 2023 and are signed on their behalf by:


Miranda Kendall (Oct 19, 2023,
6:53pm)

Miranda Kendall
Interim Chair


Hannah Catchpool (Oct 20, 2023,
4:58pm)

Hannah Catchpool
Trustee

The notes on pages 31-43 form part of these financial statements.

Ormiston Families

Consolidated Statement of Cash Flows for the year ended 31 March 2023

	Notes	2023 £000	2022 £000
Cash flows from operating activities			
Net cash provided by/(used in) operating activities	22	1,495	(183)
Cash flows from investing activities			
Net interest received		13	-
Purchase of tangible fixed assets		-	(12)
Purchase of intangible fixed assets		-	(13)
Net cash used in investing activities		13	(25)
Cash flows from financing activities			
Receipts from new borrowings taken out during the year: CBILS loans		-	649
Repayment of borrowings		(649)	(100)
Net cash provided by financing activities		(649)	549
Change in cash and cash equivalents in the reporting period		859	341
Cash and cash equivalents at 1 April		1,840	1,499
Cash and cash equivalents at 31 March	23	2,699	1,840

Analysis of changes in net debt

	1st April 2022 £000	Cash flows £000	Other non-cash changes £000	31st March 2023 £000
Cash and cash equivalents				
Cash	1,840	859	-	2,699
	1,840	859	-	2,699
Borrowings				
Loans due within one year	(112)	112	-	-
Loans due after one year	(537)	537	-	-
	(649)	649	-	-
Total	1,191	1,508	-	2,699

The notes on pages 31-43 form part of these financial statements.

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2023

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 30.

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 expenditure of £1,298,000 (2022 - net income £1,213,000).

1.3 COMPANY STATUS

The charity is a company limited by guarantee. The members of the charity are the Trustees named on page 44. 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 2023 was 12 (2022 - 14).

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. 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 in the post Covid-19 pandemic economic environment.

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 2023

(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 "Plyout" and Blois Meadow Day Nursery Limited trading as "Plyout 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, freehold property disposal progress, potential loan availability and the expected level of reserves, the Trustees consider there are sufficient reserves held at 31 March 2023 to manage those risks and achieve the 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. Following consideration of professional advice the charity has decided to give up its remaining nursery activity and therefore none of the subsidiary companies are going concerns and it is planned to dissolve them.

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 2023

(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 2023
(continued)

2 Income from donations and legacies

	2023			2022		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds		Funds	Funds	
	£000	£000	£000	£000	£000	£000
Donations	44	29	73	62	6	68
Legacies	16	-	16	150	-	150
Trust funding	7	3	10	210	-	210
Ormiston Trust general grant	400	-	400	400	-	400
	<u>467</u>	<u>32</u>	<u>499</u>	<u>822</u>	<u>6</u>	<u>828</u>

3 Income from charitable activities

	2023			2022		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds		Funds	Funds	
	£000	£000	£000	£000	£000	£000
Government funding	2,805	3,869	6,674	2,401	4,264	6,665
Customer fees	72	2	74	36	1	37
Trust funding	6	505	511	-	687	687
Ormiston Trust project funding	-	297	297	-	215	215
Other grant funding	45	1	46	40	-	40
	<u>2,928</u>	<u>4,674</u>	<u>7,602</u>	<u>2,477</u>	<u>5,167</u>	<u>7,644</u>

There are no unfulfilled conditions at the year end relating to Government funding (2022 - none).

4 Income from other trading activities

	2023			2022		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds		Funds	Funds	
	£000	£000	£000	£000	£000	£000
Fundraising events	26	-	26	36	-	36
Trading subsidiary activities (note 5)						
Ormiston Families Enterprises Ltd	679	-	679	886	-	886
Blois Meadow Day Nursery Ltd	184	-	184	243	-	243
	<u>889</u>	<u>-</u>	<u>889</u>	<u>1,165</u>	<u>-</u>	<u>1,165</u>

5 Trading subsidiary activities

	2023	2022
	Unrestricted Funds £000	Unrestricted Funds £000
Trading income		
Nursery income	863	1,127
Other income - furlough grants	-	2
	<u>863</u>	<u>1,129</u>
Trading expenses		
Direct costs	427	249
Wages and salaries	719	808
	<u>1,146</u>	<u>1,057</u>
Net (expenditure)/income from trading activities excluding intercompany charges	<u>(283)</u>	<u>72</u>

Ormiston Families
Notes to the Financial Statements for the year ended 31 March 2023
(continued)

6 Investment income

	2023			2022		
	Unrestricted Funds £000	Restricted Funds £000	Total £000	Unrestricted Funds £000	Restricted Funds £000	Total £000
Short term deposits	13	-	13	-	-	-
Other	-	-	-	-	-	-
	13	-	13	-	-	-

Other income

	2023			2022		
	Unrestricted Funds £000	Restricted Funds £000	Total £000	Unrestricted Funds £000	Restricted Funds £000	Total £000
Government furlough grants	-	-	-	57	6	63
Other	2	-	2	3	-	3
	2	-	2	60	6	66

7 Expenditure by type

Raising funds

	2023			2022		
	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	267	172	439	172	74	246
Events and other activity costs	46	54	100	118	48	166
Total fundraising costs	313	226	539	290	122	412
Cost of trading to generate funds						
Trading subsidiary activities (note 5)	1,146	-	1,146	1,057	-	1,057
	1,459	226	1,685	1,347	122	1,469
Expenditure on charitable activities						
Wages and salaries	1,603	3,452	5,055	1,473	2,866	4,339
Other direct costs	1,165	1,624	2,789	817	1,032	1,849
Support costs	306	655	961	282	547	829
	3,074	5,731	8,805	2,572	4,445	7,017
	4,533	5,957	10,490	3,919	4,567	8,486

8 Expenditure by activities

	2023			2022		
	Activities undertaken directly £000	Support costs £000	Total £000	Activities undertaken directly £000	Support costs £000	Total £000
Raising funds	1,596	89	1,685	1,416	53	1,469
Charitable activities						
Families	6,714	788	7,502	5,050	677	5,727
Justice	1,131	172	1,303	1,138	152	1,290
	9,441	1,049	10,490	7,604	882	8,486

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

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2023 (continued)

9 Analysis of support costs

	2023			2022		
	Governance £000	Support Costs £000	Total £000	Governance £000	Support Costs £000	Total £000
Expenditure by activities						
Wages & salaries	58	644	702	49	511	560
Recruitment, travel & other staff related	1	57	58	2	47	49
Property	-	81	81	-	80	80
IT & Communications	-	89	89	-	66	66
Insurance	-	62	62	-	43	43
Professional fees and memberships	16	36	52	17	49	66
Print, post, stationery & admin.	2	2	4	2	15	17
Depreciation	-	1	1	-	1	1
	77	972	1,049	70	812	882

10 Net income / (expenditure)

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

	2023 £000	2022 £000
Depreciation of tangible fixed assets		
- owned by the charity	74	77
Amortisation of intangible fixed assets	16	19
Operating lease rentals		
- plant and machinery	3	6
- other operating leases	146	128
Fees payable to auditor for :		
- audit of the charity	11	11
- audit of the subsidiary companies	5	6
- other services	4	4
	4	4

11 Staff

a Staff costs

	2023 £000	2022 £000
Wages and salaries	6,127	5,390
Social security costs	538	370
Pension costs	231	193
	6,896	5,953
Statutory redundancy payments upon nursery and project restructuring	19	-

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:

	2023 No.	2022 No.
Families	128	119
Justice	44	46
Operations	6	9
Enterprise	44	44
Corporate	37	30
	259	248

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2023

(continued)

11 Staff

b Staff numbers (continued)

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

	2023	2022
	No.	No.
Families	117	105
Justice	28	26
Operations	5	6
Enterprise	34	41
Corporate	30	25
	<u>214</u>	<u>203</u>

c Higher paid staff

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

	2023	2022
	No.	No.
In the band £60,001 - £70,000	2	-
In the band £70,001 - £80,000	-	3
In the band £80,001 - £90,000	4	-
In the band £100,001 - £110,000	-	1
In the band £110,001 - £120,000	1	-

The employer pension contributions relating to these staff amounted to £35,789 during the year (2022 - £27,322)

d Key management personnel

The key management personnel of the charity comprise the trustees and the senior leadership team as listed on page 44. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the charity was £546,625 (2022 - £516,199).

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 3 (2022 - 2) Trustees were reimbursed expenses totalling £830 (2022 - £273)

12 Intangible fixed assets

Group	Software £000	Goodwill £000	Total £000
Cost			
At 1 April 2022	13	119	132
Assets under construction	-	-	-
At 31 March 2023	<u>13</u>	<u>119</u>	<u>132</u>
Amortisation			
At 1 April 2022	-	110	110
Charged in year	7	9	16
At 31 March 2023	<u>7</u>	<u>119</u>	<u>126</u>
Carrying amount			
At 31 March 2022	13	9	22
At 31 March 2023	<u>6</u>	<u>-</u>	<u>6</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 2023

(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 2022	1,212	407	460	2,079
Additions	-	-	1	1
Disposals	-	-	(18)	(18)
At 31 March 2023	<u>1,212</u>	<u>407</u>	<u>443</u>	<u>2,062</u>
Depreciation				
At 1 April 2022	261	373	390	1,024
Charged in year	22	15	37	74
Disposals	-	-	(17)	(17)
At 31 March 2023	<u>283</u>	<u>388</u>	<u>410</u>	<u>1,081</u>
Net book values				
At 31 March 2022	951	34	70	1,055
At 31 March 2023	<u>929</u>	<u>19</u>	<u>33</u>	<u>981</u>
CHARITY				
	Freehold land and buildings £000	Leasehold land and buildings £000	Fixtures, fittings and equipment £000	Total £000
Cost				
At 1 April 2022	1,212	407	449	2,068
Additions	-	-	1	1
Disposals	-	-	(9)	(9)
At 31 March 2023	<u>1,212</u>	<u>407</u>	<u>441</u>	<u>2,060</u>
Depreciation				
At 1 April 2022	261	373	379	1,013
Charged in year	22	15	37	74
Disposals	-	-	(8)	(8)
At 31 March 2023	<u>283</u>	<u>388</u>	<u>408</u>	<u>1,079</u>
Net book values				
At 31 March 2022	951	34	70	1,055
At 31 March 2023	<u>929</u>	<u>19</u>	<u>33</u>	<u>981</u>

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2023 (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 £nil (2022 - £110,001) reflecting the intention to hive up the operation. 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. This nursery setting was closed during 2022-23 and the remaining £114,310 was written off.

Subsidiary trading company investments by holding company	Ormiston Families		Ormiston Families Enterprises Ltd	
	2023 £000	2022 £000	2023 £000	2022 £000
Ormiston Families Enterprises Limited	-	110	-	-
Blois Meadow Day Nursery Limited	-	-	-	114
Total	-	110	-	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	
	2023 £000	2022 £000	2023 £000	2022 £000
Turnover	677	884	184	243
Cost of sales	(833)	(704)	(138)	(191)
Gross Profit	(156)	180	46	52
Administrative expenses	(164)	(164)	(48)	(48)
Other operating income	2	2	-	-
Operating (loss)/profit	(318)	18	(2)	4
Interest payable and similar expenses	-	-	-	-
Corporation tax charge	(4)	(4)	-	-
(Loss)/profit for the year	(322)	14	(2)	4

Balance Sheet

	Ormiston Families Enterprises Ltd		Blois Meadow Day Nursery Ltd	
	2023 £000	2022 £000	2023 £000	2022 £000
Intangible fixed assets	-	123	-	-
Tangible fixed assets	-	-	-	-
Current assets	29	210	-	22
Current liabilities	(214)	(128)	(3)	(23)
Creditors falling due after more than one year	-	(81)	-	-
Net assets	(184)	124	(3)	(1)
Share capital and reserves	(184)	124	(3)	(1)

Following the nursery closure, the Directors of Blois Meadow Day Nursery Limited are progressing voluntary dissolution of the limited company having settled all debts. Ormiston Families Enterprises Limited will cease trading during 2023-24 following the parent charity's decision to hive up the remaining operating nursery activity during the next financial year. Please refer to note 26 Post balance sheet events.

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. These companies are also being voluntarily dissolved during 2023-24.

Ormiston Families
Notes to the Financial Statements for the year ended 31 March 2023
(continued)

15 Stock

	Group		Charity	
	2023	2022	2023	2022
	£000	£000	£000	£000
Merchandise	1	2	1	2

16 Debtors

	Group		Charity	
	2023	2022	2023	2022
	£000	£000	£000	£000
Trade debtors	499	2,790	497	2,790
Amounts owed by group undertakings	-	-	120	34
Other debtors	4	1	2	-
Prepayments and accrued income	391	375	384	360
	894	3,166	1,003	3,184

Legacy income accrued

As at 31 March 2023 the charity has accrued income from 0 (2022 - 1) legacy notifications for a total of £nil (2022 - £10,000).

17 Creditors: Amounts falling due within one year

	Group		Charity	
	2023	2022	2023	2022
	£000	£000	£000	£000
Loans	-	112	-	94
Trade creditors	189	229	172	169
Corporation tax	-	4	-	-
Other taxation and social security	230	372	226	363
Other creditors	3	9	3	3
Accruals	530	195	434	153
Deferred income	416	43	410	20
	1,368	964	1,245	802

Deferred income

	Group		Charity	
	2023	2022	2023	2022
	£000	£000	£000	£000
Deferred income at 1 April 2022	43	7	20	7
Released from previous years	(43)	(7)	(20)	(7)
Resources deferred in the year	416	43	410	20
Deferred Income at 31 March 2023	416	43	410	20

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 during 2021 was repaid in full during April and June 2022.

	Group		Charity	
	2023	2022	2023	2022
	£000	£000	£000	£000
Amounts due between one and two years	-	150	-	130
Amounts due between two and five years	-	387	-	326
Amounts due after five years	-	-	-	-
	-	537	-	456

Ormiston Families
Notes to the Financial Statements for the year ended 31 March 2023
(continued)

19 Statement of funds - Group

2022-23	Brought forward £'000	Income £'000	Expenditure £'000	Transfers in/(out) £'000	Carried forward £'000
Designated funds					
Tangible fixed assets	1,055	-	-	(74)	981
Unrestricted funds					
General fund	1091	3,409	(3,346)	(256)	898
Ormiston Families Enterprises Limited	124	706	(1,001)	93	(78)
Blois Meadow Day Nursery Limited	(1)	184	(186)	-	(3)
	1,214	4,299	(4,533)	(163)	817
Total unrestricted funds	2,269	4,299	(4,533)	(237)	1,798
Restricted funds					
Families	2,292	4459	(5,536)	110	1325
Justice	137	247	(421)	127	90
	2,429	4,706	(5,957)	237	1,415
Total funds	4,698	9,005	(10,490)	-	3,213

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	1622	4,941	(4,271)	-	2,292
Justice	195	238	(296)	-	137
	1,817	5,179	(4,567)	-	2,429
Total funds	3,481	9,703	(8,486)	-	4,698

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 2023

(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.

Justice

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

Purpose of transfers

The transfers represent the net of unrestricted funding being used to top up restricted funds less restricted funds released to unrestricted funds for prior year agreed overhead costs.

20 Analysis of Net Assets between Funds

Fund balances at 31 March 2023 are represented by:

	Unrestricted Funds 2023 £'000	Restricted Funds 2023 £'000	Total Funds 2023 £'000
Intangible fixed assets	6	-	6
Investments	0	-	-
Tangible fixed assets	981	-	981
Current assets	2,179	1,415	3,594
Current liabilities	(1,368)	-	(1,368)
Total net assets	1,798	1,415	3,213

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	(537)	-	(537)
Total net assets	2,269	2,429	4,698

21 Commitments under operating leases

At 31 March 2023 the total of the charity's future minimum lease payments under non-cancellable operating leases was:

Group	Land and Buildings		Other	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Amounts due within one year	87	123	2	2
Amounts due between one and five years	121	176	2	9
Total net assets	208	299	4	11

Charity	Land and Buildings		Other	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Amounts due within one year	66	75	2	2
Amounts due between one and five years	121	175	2	9
Total net assets	187	250	4	11

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2023

(continued)

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

	2023	2022
	£'000	£'000
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	(1,485)	1,217
Adjusted for:		
Amortisation (note 12)	16	19
Investment write down (note 14)	114	-
Depreciation charges (note 13)	74	77
Interest receivable (note 6)	(13)	-
Decrease in stocks	1	2
Decrease / (Increase) in debtors	2,272	(1,638)
Increase in creditors due within one year	404	242
Decrease / (Increase) in borrowings due within one year	112	(102)
Net cash provided by / (used in) Operating Activities	1,495	(183)

23 Analysis of cash and cash equivalents

	At 31 March	At 31 March
	2023	2022
	£'000	£'000
Cash at bank and in hand	2,699	1,840
Total cash and cash equivalents	2,699	1,840

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.

The pension cost charge represents contributions payable by the group to those funds and amounted to £231,000 (2022 - £193,000). There were contributions payable of £41,679 (2022 - £36,829) to the funds at the balance sheet date.

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.

25 Related party transactions

During the year, the charity charged rent of £27,000 (2022 - £27,000) and a management fee of £13,532 (2022 - £27,065) to its wholly owned subsidiary company, Ormiston Families Enterprises Limited. In addition, expenses of £35,215 (2022 - £37,302) were recharged to Ormiston Families Enterprises Limited at cost. A gift aid distribution of £nil (2022 - £13,731) was made from Ormiston Families Enterprises Limited to the charity during the year. During 2022-23 Ormiston Families also advanced £120,000 to Ormiston Families Enterprises Limited to support the cashflow requirements for an orderly restructure of the nursery operations, this will be cleared following professional advice during the hive up implementation during 2023-24. At the year end, a balance of £120,199 was owed by Ormiston Families Enterprises Limited (2022 - £32,813).

During the year expenses of £21,115 (2022 - £11,501) were recharged to Blois Meadow Day Nursery Limited by the charity. No gift aid distribution was received (2022 - £nil) from Blois Meadow Day Nursery Limited. At the year end, a balance of £nil (2022 - £690) 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 £4,220 (2022 - £4,461) and the balance outstanding at the year end was £456 (2022 - £295).

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 £21,841 (2022 - £21,709). The balance outstanding at the year end was £1,461 (2022 - £nil).

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 (2022 - £400,000) and specific project grant funding of £297,177 (2022 - £214,787), the balance outstanding at the year end was £nil (2022 - £84,787).

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

There are no other related party transactions (2022 - nil).

26 Post balance sheet events

In July 2023 Ormiston Families has agreed heads of terms for the sale of a freehold property for £510,000. On 8th September 2023 the Board approved the restructure of activities, following an external review of the group activities. During the year ending 31 March 2024 the activities, assets and liabilities of Ormiston Families Enterprises Limited, including the Ipswich nursery will be hived up into the charity. Once completed OFEL will become dormant and is expected to be struck off in due course.

Ormiston Families

Reference and administrative details for the year ended 31 March 2023

Trustees

Robert Parkinson, chair (until 10th March 2023)
Simon Walker, vice chair (until 2nd December 2022)
Miranda Kendall, (vice chair from 2nd December 2022, Interim chair from 10th March 2023)
Peter Murray OBE
Stephen Bennett (until 8th September 2023)
Hannah Catchpool, treasurer (until 1st December 2023)
Marlini Finney (from 9th September 2022)
Rosemary Gutteridge MBE, JP, DL
Jessica Godfrey-Withey
Catherine McLaughlin
Diana Murray
Julie Spence OBE, QPM, DL (until 2nd December 2022)
Gail Tolley, (chair designate from 1st October 2023)
Stephen West (treasurer designate from 1st December 2023)
Rebecca Wood

President

Lady Tollemache

Vice Presidents

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

Patrons

Saeed Atcha MBE DL
Julie Spence OBE, QPM, DL (from December 2022)

Chief executive and senior leadership team

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

Statutory auditors

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

Company secretary

Duncan Turner

Company registration number

02769307

Bankers

Barclays Bank plc
35 Market Hill
Sudbury
CO10 2EP

Charity registration number

01015716

Solicitors

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

Registered office

333 Felixstowe Road
Ipswich
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IP3 9BU