

ORMISTON FAMILIES

England & Wales · Charity number 1015716

Details

Other names	ORMISTON CHARITABLE TRUST, ORMISTON CHILDREN AND FAMILIES TRUST
Status	Registered
Legal form	Charitable company
Company number	02769307
Registered	1992-12-11
Register	View on the Charity Commission register

Contact

Address	Ormiston Families 333 Felixstowe Road Ipswich Suffolk IP3 9BU
Phone	01473724517
Email	enquiries@ormistonfamilies.org.uk
Website	www.ormiston.org

Activities

Objects: SUCH CHARITABLE PURPOSES FOR THE PUBLIC BENEFIT AS ARE EXCLUSIVELY CHARITABLE ACCORDING TO THE LAWS OF ENGLAND AND WALES AS THE DIRECTORS MAY FROM TIME TO TIME DETERMINE. IN PARTICULAR, BUT NOT EXCLUSIVELY, BY THE RELIEF IN NEED AND SUPPORT OF VULNERABLE CHILDREN AND THEIR FAMILIES

Activities: Ormiston Families supports children, young people and their families to manage the challenges they face and improve their life chances. We run four core programmes across the East of England supporting young children, prisoners families, school students and local communities

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Children/young People, People Of A Particular Ethnic Or Racial Origin

Geography

- Bedford
- Cambridgeshire
- Central Bedfordshire
- Essex
- Hertfordshire
- Norfolk
- Peterborough City
- Suffolk
- Thurrock

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£7,652,000	£7,595,000	£2,614,000	204
2024-03-31	£7,143,000	£7,799,000	£2,557,000	198
2023-03-31	£9,005,000	£10,490,000	£3,213,000	259
2022-03-31	£9,703,000	£8,486,000	£4,698,000	248
2021-03-31	£8,324,000	£7,426,000	£3,481,000	236

Trustees

Name	Role	Appointed
DEREK MARK HEASMAN		2024-04-01
Diana Mary Murray		2020-01-07
Gail Elizabeth Tolley		2018-06-08
Gary Peverley		2025-03-13
Jessica Lauren Godfrey-Withey		2021-12-03
MIRANDA ELIZABETH KENDALL		2019-09-14
PETER MURRAY OBE		
Philip Brian Richards		2024-04-01
Stephen Raymond West		2018-11-30
Sultan Taylor		2025-12-11

ORMISTON FAMILIES

England & Wales - Charity number 1015716

Accounts

Registered number: 02769307
Charity number: 01015716

ORMISTON FAMILIES
(A Company Limited by Guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

CONTENTS

	Page
Chair's Introduction	1
Trustees' Report including Directors' Report	2-22
Independent Auditors' Report	23-26
Consolidated Statement of Financial Activities	27
Balance Sheets	28
Consolidated Statement of Cash Flows	29
Notes to the Financial Statements	30-42
Reference and Administrative Details	43

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

An introduction from our Chair

Ormiston Families exists to ensure that children, young people and families across the East of England feel safe, valued and supported, especially through life's most challenging moments. Our founding purpose continues to guide us, more than four decades on since the charity was created: to create stronger futures by offering compassionate, effective support where it's needed most.

In 2024/25, we entered a pivotal period in our journey. As we concluded our three-year strategic plan, we began shaping the next phase of our work - developing a new strategy that builds on our trauma-informed, values-based approach while responding to the growing and complex needs of the communities we serve.

Despite a difficult external environment, our services made significant and measurable impact. We worked directly with 4,762 families, delivering 20,366 sessions of support, and welcomed 69,678 prison visitors at 1,577 visit sessions across our justice services. Additionally, 150 children accessed quality childcare through our Play Out nursery and holiday clubs. While these figures are slightly reduced from 2023/24, we maintained a strong and consistent reach, with continued growth in prison visiting for the fourth consecutive year.

Importantly, the difference we made to people's lives deepened. 90% of service users told us they felt safer, 90% felt emotionally healthier, and 87% reported feeling more able to manage life's challenges - all improvements on the previous year. These impacts are made possible by our dedicated teams who embed trauma-informed practice, compassion and co-production into every service we deliver.

Recognising the increasing financial strain many families are facing, we provided nearly £20,000 in hardship funding through our Breaking Barriers, Stronger Together and Mpower services. In partnership with Provide CIC, we also launched a new grant-giving programme to facilitate the funding of essential work by other providers.

As you read this report, you will see the results of our work but more importantly, the strength, courage and transformation of the children, young people and families at the heart of it.

Gail Tolley, Chair

"It was nice having someone to talk to who understood me." – Child supported by our Stars bereavement service, October 2024

"It made it easier to cope with things. Before I would get upset/stressed and didn't talk to anyone, but now I talk, and it helps and makes things better - it's just a bad day now, not a bad week." Child supported by our Breaking Barriers service, October 2024

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

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.

Our founder's sister, Fiona Ormiston Murray, was tragically killed on her honeymoon. She loved children and it was no secret that she was excited about starting her own family. Her family, devastated by their loss, honoured her memory by creating 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. The charity works with them to 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 final year of our three-year strategy, we have sustained the number of young people and families we have worked with, and our activities have continued within our key themes: families and justice.

With a focus on collaboration, we have seen new partnerships formed with several organisations. We continue to drive quality improvement across all our services using a data-driven approach as well as embedding approaches such as single session thinking, trauma-informed practice and child friendly initiatives in our prison visitor centres.

Our families' services focus on supporting mental health and wellbeing and contributing to communities. Within this theme, our children and young people's mental health services (Supporting Smiles and YOUNited) offer emotional wellbeing support across Norfolk and Waveney and Cambridgeshire and Peterborough.

Stars is a children's bereavement support service for young people finding it difficult to cope with the loss of someone significant in their life. Stars operates across Cambridgeshire.

Mpower works with parents whose children have been removed from their care and want to rebuild their lives and operates across Norfolk, Ipswich, Lowestoft, Fenland and Peterborough.

Our Stronger Together service provides support groups for families caring for children and young people with special educational needs and disabilities.

In Ipswich, our Play Out Nursery offers quality childcare provision to the local community through established day nursery and holiday club provision.

Our justice services include Breaking Barriers, where skilled practitioners work with children and young people affected by the imprisonment of a close family member. Breaking Barriers operates across Essex, Suffolk, Norfolk, Cambridgeshire, and Bedfordshire.

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.

New activity this year included the support of grant giving activity with Provide CIC, with our income generation colleagues working alongside this partner to deliver this programme.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

ACHIEVEMENTS AND PERFORMANCE

Overview of Services

Once again, this year, we were delighted to be recognised at the prestigious Children and Young People Now awards receiving highly commended accolades in the Charity of the Year category and the Mental Health and Wellbeing Award for our Stars service.

In 2023/24 we laid the foundations of a values-based approach to extending the reach of our services. This focused on maximising our impact and effectiveness through **how** we work, rather than simply seeking to increase the volumes and geographical spread of **what** we do.

2024/25 saw us build on these foundations, consciously embedding the principles of trauma-informed practice (TIP) within our new strategic plan, alongside our existing complementary values of compassion, collaboration and effectiveness.

This approach acknowledges that exposure to trauma can impact all aspects of an individual's development, psychologically and socially, as well as neurologically and biologically. It is particularly pertinent to many of the people using our services, who have been affected by significant adverse experiences and trauma during their childhood.

That said, trauma affects us all at some point, which means that the TIP principles of safety, trust, choice, collaboration, empowerment and cultural consideration are universally relatable. The organisation's strategic decision to embrace these principles has, therefore, had the effect of underpinning, validating and nurturing what is already intuitive best practice for our practitioners.

But it is not just intuition which tells us that this approach works – much of 2024/25 was spent refining our impact measurement systems and processes, including how we best capture the experiences of those using our services, and the longitudinal effectiveness of our interventions:

'I used to think that I was the problem, but now I know that I don't need to be fixed, I need to be loved. You're the service that has had the most impact on me - you've given me the tools that will help me even when I'm not working with you anymore.' Mpower service user

As well as resonating with our staff and service users and having a growing evidence base for its effectiveness, this values-based approach was also in part informed by an increasingly challenging external funding environment and the need for all of our services effectively to do more for less, making every interaction count.

In 2024/25, Ormiston Families worked directly with 4,762 families through 20,366 sessions of support. We also welcomed 69,678 prison visitors across 1,577 visit sessions. Although measures taken to streamline and sustain our work have resulted in a slightly reduced reach this year, we are pleased to have maintained levels within 10% of the previous year and increased our prison visiting activity for the 4th consecutive year.

Importantly, our services continue to offer outstanding impact for the people we work with – with goal-based outcomes often exceeding clinical standards of measurable change. In 2024/25:

- 90% of people we worked with reported feeling safer after accessing our services. (2023/24 - 89%)
- 90% told us that they felt emotionally healthier after working with us. (2023/24 - 84%)
- 87% said that, following our support, they felt more able to deal with life's challenges. (2023/24 - 86%)

'It helped me to learn that bad things can still have positives and speaking about my feelings will make me feel better.' Supporting Smiles service user

Highlights and progress against 2024/25 plans and objectives

In 2022/23 we set ourselves several themes to apply across our services through to 2024/25:

- a) Ensuring inclusivity, engaging with the whole family group for the benefit of children and young people
- b) Become leaders in trauma-informed practice and service-user co-production

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

- 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.

With these themes in mind, 2024/25 saw us revisit how we deliver some of our services, exploring options to maximise choice and meaningful outcomes for the people we work with, whilst demonstrating innovation, scalability and value for money to current and prospective funders.

For example, our Breaking Barriers service established a partnership with a charity providing refurbished laptops to children facing digital poverty, whilst simultaneously developing its own offer to include online and games-based intervention options for children and young people affected by having a parent or close family member in prison. This is an area we plan to develop further over 2025/26 and beyond.

Similarly, following the success of its online groupwork pilot last year, our Fenland-based Stronger Together service now provides volunteer-led virtual sessions where parents of children with special educational needs or disabilities can come together to support each other through their lived experience, regardless of geographical isolation or access to transport.

This year, we became one of the first charities to achieve One Small Thing's (OST) internationally recognised 'Trauma Aware' quality mark for work undertaken by our Mpower service with women who have experienced the trauma of having successive children removed into care. Some of these same women were able to speak with authority and authenticity to OST assessors about their experiences of the service, reporting that this process in itself felt empowering and positive for them.

As an early adopter of this approach and quality standard, Ormiston Families was grateful subsequently to be invited to feedback and inform development of OST's quality standards; a further example of being able to effect positive system change outside our own organisation.

Ormiston Families has always embraced the notion that the best outcomes for children and young people are achieved not by working in isolation with them, but alongside their parents, families and wider support networks in the local community. In the same way, 2024/25 saw us deliberately broaden our external focus as an organisation, seeking to influence and inform positive, values-based change in the wider systems in which we operate, as well as learning from partner organisations, who are often working towards the same ends from a different perspective.

Our Breaking Barriers criminal justice conference last February was a good example of this, and our first steps into demonstrating leadership in our areas of expertise. Fellow professionals from across the health & social care, criminal justice and education sectors heard directly from children and families experiencing the huge social and emotional impact of having a parent in prison, with its longstanding effects on their mental wellbeing, schooling and future life chances.

As well as validating the experiences and celebrating the resilience of the young people who were brave enough to share their stories, the conference enabled professionals in attendance to have an increased understanding of some of the systemic barriers and prejudices which need to be overcome to effectively support families in this situation and to build wider social capital. This has led directly to some exciting discussions about closer alignment between partners in some of our region's prisons and schools, in a collaborative effort to realise positive system change. This is another area we plan to progress in 2025/26.

'The conference was the most thought-provoking conference I have EVER been to.' Corporate partner

'It was a real eye opener for someone who wasn't aware the impact imprisonment of a family member had on a young child.' Local Councillor

Continuing the theme of influencing best practice outside our own organisation, we were delighted to receive highly commended recognition in both the Charity of the Year and Mental Health & Wellbeing Awards at the national Children & Young People Now awards in November 2024. Although ultimately pipped to the post by other organisations, our Stars bereavement service was recognised for its compassion, skill and effectiveness in

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

bringing hope, comfort and support to children coming to terms with, and recovering from, the loss of a parent or close family member. This was a reaffirming and memorable experience for our Stars team, as well as the young person in attendance who has benefited from their support.

FAMILIES

Our work in communities

Supporting 853 people through 2,715 tailored sessions and delivering childcare provision for 150 children

'It is a constant fight advocating for your children to gain support, access education and have the opportunities to thrive. Parental burnout is inevitable. The advice given by the Stronger Together practitioner...was a huge help. They have experience professionally and personally and can offer guidance with the next steps on a parents to do list!' Stronger Together service user

Our Stronger Together service continued to provide vital support to parents and carers with a child with additional needs this year, with an estimated 700 children and parents benefitting from this service in 2024/25. Our team of volunteers with lived experience was increased, and in-person groups supplemented by a popular online offer and active Facebook community. Sadly, funding pressures led to a risk of closure which was met by an outpouring of support from the families who use the service, and the team worked tirelessly to come up with a feasible alternative delivery model. As such, Stronger Together will continue this year with a focus on parent support groups, with the sensory resource library provision being rehomed across the organisation. Whilst there is recognition that this will result in a decrease in the reach of the local service, it is hoped that in future the online model may be replicated to add value to families across the region who may benefit from SEND support.

One such area where this may be appropriate is within our nursery provision, where there is a high proportion of children with additional needs. Over the last year, we have made significant progress to the hiving up of the limited company (Ormiston Families Enterprises Ltd), which managed our Ipswich Play Out nursery, into the charity. The staff were all transferred across to Ormiston Families, following a full consultation process, with several improved benefits and conditions to mirror their charity colleagues. The nursery team was warmly welcomed by colleagues at the October staff conference last year. Considerable investment has also gone into the fabric of the nursery and the central office at Felixstowe Road. This included a complete replacement of the water supply system for central heating, kitchen areas and toilets, new flooring throughout the nursery and an upgrade of their kitchen, along with the addition of a new sensory room for the children and a new room for the staff to take their breaks. Following the submission of an Ofsted application to reregister the nursery in December 2024, a confirmation certificate was issued just after the end of the financial year. We look forward to weaving the nursery into the organisational strategic priority of supporting parents and carers.

Elsewhere, our Mpower service continues to support parents with a child removed from their care, increasing their reach year-on-year and pioneering the organisation's work around trauma-informed principles. Our expert practitioners offered over 2,000 sessions of support this year, supporting 153 parents to work towards goals around increasing their practical stability, improving their self-esteem and increasing knowledge around healthy relationships.

One of the women supported by Mpower in 2024/25 was 'Sebrina', who shared her story with her practitioner Carly through a new audio recording format.

Sebrina's story (Mpower)

'I first started working with MPower after getting referred by Barnardo's after completing my parenting course and having my son taken away. So, I've been with MPower quite a while now.'

Sebrina, 38, has been working with Mpower since February 2024. She started working with practitioner Carly when concerns were raised about her mental health and struggling to deal with her young son being in foster care. Sebrina was seeing her son 3 times a week in a contact centre whilst court proceedings were ongoing.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

Sebrina worked with Carly to set herself goals around being able to talk about her feelings and use coping strategies to improve her mental health, improve her budgeting skills and accessing training and volunteering opportunities.

Sebrina has attended 31 sessions of support to date, ***'I have done a couple of group sessions and met up with my support worker for coffees and done the Job Centre. We looked at doing some courses and other bits like that. The sessions have helped me so much as I have been able to talk to my support worker about what's on my mind.'***

Sebrina has recorded significant progress against all of her goals, ***'My life has started to feel a bit more better since working with MPower as it is given me something to look to the future and have a positive life.'***

The journey has not been plain sailing. As with many of the women Mpower supports, there have been ups and downs as she navigates the challenging reality of her son being placed into permanent care imminently.

Reassuringly, when asked to rate her levels of resilience, Sebrina has shown a vast improvement over time. ***'I feel I can try and start moving on with my life after working with MPower as they have been so supportive.'***

Sebrina credits the team for their part in how far she has come ***'The practitioners that I have worked with have been absolutely wonderful. They know how to treat your respect and talk about what's going on in life. I would say to people that MPower is worth working with as I was nervous and anxious at first. But since I have been working with Carly my life is starting to get better. The experience I've had with MPower has been absolutely fantastic. I just wish there was more people like them as they are supportive and such lovely people to have support with. keep up all the good work guys.'***

Our work supporting mental health Supporting 2,370 people through 11,661 expert support sessions

'It helped me realize that what I feel is normal and how to deal with what I'm feeling during stressful situations.' Young person supported by our YOUNited service

In Cambridgeshire & Peterborough, our YOUNited mental health service supported 1,195 children and young people through over 4,500 sessions of support. Continuing to embrace the principles of single session thinking, introducing group sessions and working seamlessly within the local mental health landscape, the team at YOUNited have successfully brought down waiting list times and consistently receive positive feedback from children and young people, as well as parents and carers.

In Norfolk, our other commissioned mental health service, Supporting Smiles, has spent the past year mobilising the new service contracts whilst offering support to over 1,000 children and young people. A strategically revised recruitment process has led to an expanded range of therapeutic modalities on offer and the team have welcomed new trainees through their established programmes and growing reputation as a place of professional nurturing. Most recently, the team were excited to move to new, more accessible offices that incorporate a dedicated reception and waiting room with space and funding to develop a sensory area. The building also offers increased space, including private clinical discussion and administration areas. These physical improvements will enhance families' experience of our service, in keeping with best trauma-informed practice.

Our Stars bereavement service has taken the first steps to launching pre-bereavement counselling for children and young people to broaden our bereavement support offer. Alongside working to mobilise this provision, the team have supported 128 children and young people this year and have sadly seen an increase in complex and traumatic cases involving circumstances such as suicide, domestic violence and murder. Phenomenally, the team maintained a 100% record of helping children and young people to progress towards goal-based outcomes that range from understanding the grieving process to feeling a sense of improved wellbeing. Clinically, the average distance travelled against these outcomes was an average of 6.8 points on a 10 point scale, which is a considerable increase, given that anything above 4 is considered within the clinical world to constitute meaningful

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

change – ie indicating a shift beyond what might be expected due to chance alone and likely to have a very real impact on everyday life.

One of those young people supported by the Stars team this year was Isla.

Isla's Story (Stars)

Isla was 14 when her mother died of cancer.

For a year, she coped well by immersing herself in keeping busy with her GCSEs and horse riding. But, after the first anniversary of her mother's death Isla really struggled to cope without her mum.

'My confidence and motivation disappeared, and my education suffered. I went into a depressive state, which took over my life. I had massive social anxiety, and my self-esteem was non-existent. I was drowning in emotions.'

Anxiety and depression are common responses to grief, but without guidance and support, some young people turn to unhealthy and dangerous coping mechanisms, such as self-harm, substance misuse etc.

This was the case with Isla, who used self-harm as a way to cope with her overwhelming thoughts and feelings.

'It quickly became my coping strategy for any problem, and I got addicted... I was aware it was not good; it made me feel bad, it made me feel weak, it made me feel worse, but then this would re-trigger the feelings and I'd start the process all over again. But in my head, it was the better of the only two options available to me.'

Isla received 12 support sessions which helped her move forward with strategies for managing her grief. Speaking of the help she received, Isla said: ***'Stars have had a transforming effect on me, my life, and my future. Ann-Marie taught me how to control my breathing to calm my nerves, and we worked on understanding what my triggers were so that I could recognise them before they began to control me. When Ann-Marie showed me why my feelings were completely normal for someone grieving, I started to understand myself much more. Each session gave me tools and things to work on which made each week progressively easier to live. All this had the effect of bringing ME back again. I became the bubbly and confident person I had always been again, and began looking forward to things, instead of not being able to see a future for myself. Although I still have wobbles, Stars taught me that it's okay and that my feelings won't last forever. I know these skills will stay with me forever and help make me the person I want to be.'***

Isla is currently doing well and looking towards her future. She enjoys spending time with friends, and is studying Biology, Chemistry and Maths. She has an interview with her first choice of university, where she wants to take Veterinary Studies. She is no longer self-harming.

JUSTICE

Our work with the families of offenders

Supporting 1,529 children, young people and their families through 5,990 personalised sessions

Welcoming 69,678 prison visitors to our prison visitor centres

'I enjoy being able to cuddle my Dad and play games. The people are really nice :).' Visitor, HMP Wayland

The prison estate continues to rebuild following the impact of covid, with the number of visitor sessions and visitors welcomed increasing again this year to nearly 70,000 visitors. This year we estimate that around 20% of those visitors were children and young people, and our teams have continued to facilitate family days, baby bonding visits and initiatives such as StoryBook Dads to enable families to maintain strong family ties during imprisonment. Feedback from families, prisoners and official inspections all highlight the compassion with which staff and

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

volunteers welcome and support families and the relationships that they build.

This kindness and professional expertise is also recognised by those supported by our Probation Family Services team. Here, developments in monitoring and evaluation systems this year have allowed us to capture the difference made by this team, with deeply reflective and life-changing self-observations recorded. Embracing the agile working nature of the post-covid world, the Probation team have been commended this year by service users for their flexible and inclusive approaches to support.

There has been a growing focus in our Justice work on engaging with stakeholders and considering our place within system-change. This year saw us join COPE (Children of Prisoners Europe) to engage and share best practice with organisations and individuals across Europe engaged in supporting families affected by imprisonment.

Through our portfolio of work in prisons and with schools through our Breaking Barriers service, we are exploring initiatives to foster greater links between the two areas – for example through a virtual parents evening model that has been successful in Wales and we will be hosting a second Breaking Barriers conference in 2026 following the successful inaugural event this year.

Our Breaking Barriers service, directly supporting children with a loved one in prison, has faced significant funding challenges and, as such, was re-structured to increase sustainability. Despite working with a reduced staff team, the service supported 201 children and young people – an increase on last year and 80% of the reach forecast based on a full team.

One of those who was supported was 'Camilla', whose Dad's arrest left her alone and desperately unhappy...

Camila's Story (Breaking Barriers)

13-year-old Camila was referred to Breaking Barriers after her dad's imprisonment, which resulted in multiple foster placements before she moved in with family friends under a special guardianship.

Before his arrest, Camila had a close relationship with her dad, who had been the one consistent figure in her life. With no contact with her biological mother and her stepmum and siblings living abroad, her dad's absence left her feeling lost and isolated. She struggled to adjust to new routines, found it difficult to trust adults, and had trouble forming friendships at her new school. Seeing news articles about her dad's case only added to her distress.

Camila received support from the service both through online and face to face intervention. She had eight 1:1 sessions to support with her goals of ***'shrinking my sadness and feel happier'*** and ***'to talk about dad and feel more comfortable doing so.'***

At first, she found it hard to talk about her dad without becoming upset, but creative activities provided a way for her to express her feelings. Watching videos about life in prison helped her prepare for visits and gave her the confidence to ask her dad questions, making their conversations more natural. Over time, she began to feel more comfortable in her new home, started engaging more at school, and built friendships with her peers.

By the end of the sessions, Camila had grown in confidence and was able to talk about her dad without feeling overwhelmed. She expressed happiness about her new home and showed signs of settling into her new environment. Her carer noted, ***'She talks more openly, feels safer, and is much happier now.'***

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

Our People

We have had a fantastic year with some significant achievements. We are thrilled to be registered as a Real Living Wage Employer, which includes Play Out, our commercial nursery. This is a big step in ensuring fair wages for all our employees.

We have also made strides in our HR processes by giving employees direct access to People XD, our HR Information System. This system automates the booking of annual leave, making it much easier for everyone, enabling managers to see their teams' availability at a glance. Additionally, our induction programme has been revised with more in person sessions, to highlight the importance of our values, ensuring that new employees understand and embrace what we stand for from day one.

The team are committed to providing a range of strategic HR data to inform Trustees, SLT, Managers, and Employees. This data includes key employee metrics with a greater focus on equity, diversity, and inclusion. By doing this, we aim to improve the diversity of our employee base.

Ormiston Families was delighted to be re-accredited by Investors in People this year. The assessor noted our real commitment to doing the right thing, the embedded nature of our values, and our approaches to engaging and involving our people.

Learning and Development continued to be a major focus for us. Nearly 80% of our colleagues attended online safety training, which covered legal updates, types of online abuse, and how to support children with online safety. We now have 97 colleagues trained in Emergency First Aid at work with Child Resuscitation. All staff, volunteers, and trustees have undergone sexual harassment awareness training. Colleagues from three services attended Lone Worker Training, and our Supporting Smiles service invested heavily in ASK and ASIST training, (Assessing Suicide in Kids and Applied Suicide Intervention Skills Training) ensuring everyone had the relevant training for their role.

Finally, we launched the Values in Action Small Rewards Scheme at our annual face to face staff conference. This initiative is designed to recognise and reward employees who exemplify our values in their daily work.

Income Generation

In a year marked by continued economic uncertainty, our commitment to building long-term, values-driven relationships with supporters across the East of England has remained steadfast. While we faced challenges—particularly in corporate and event income, and a plateau in trust and foundation funding—we also took bold steps to adapt and strengthen our approach for the future.

Strategic Review and Innovation

Recognising the shifting fundraising landscape, we undertook a comprehensive review of our income generation strategy. This has led to the development of a refreshed, forward-looking strategy for 2025 and beyond. We are also exploring new commercial opportunities through the Greenhouse working group, with several promising ideas already in development.

Our small but dedicated income generation team continues to work closely with colleagues across impact, insights, and communications to ensure our fundraising is evidence-based and aligned with our strategic goals.

Trusts and Foundations

Trust and foundation funding remains the cornerstone of our charitable services. We are proud of the strong relationships we have built with funders, many of whom have provided repeat and multi-year support. This year, we were grateful to receive significant grants from the John Laing Charitable Trust, the Garfield Weston Foundation, and the Evelyn Trust.

However, we are acutely aware of the increasing competition for limited funds, with many trusts reducing or pausing their giving. As a result, we are actively seeking to supplement this funding by diversifying our income streams to safeguard the future of our services.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

Corporate Partnerships

We were especially proud to work with Provide CIC to deliver their community grants programme, awarding several unrestricted £5,000 grants to grassroots organisations across their region. We look forward to continuing this partnership in 2025 and beyond.

While corporate income declined this year, we remain deeply thankful for the continued support of partners such as Accugrit, Andrew Thompson and Associates, Poundgates, and the East of England Co-op.

Events and Community Fundraising

In 2024, we bid a fond farewell to our much-loved Walk with a Fork event, which raised £6,500 and brought together over 300 supporters at the beautiful Helmingham Hall Estate. We are immensely grateful to our President, Lady Tollemache, and her family for hosting this event over the past decade.

Our London Marathon team of seven and over 40 participants in the Whole Hog challenge also raised vital funds—demonstrating the power of community and personal commitment in sustaining our work.

Communications and Engagement

This year saw the successful relaunch of our website, with improved design and messaging that better showcases our impact and makes it easier for stakeholders to engage with our work. Feedback has been overwhelmingly positive.

Our Breaking Barriers Winter Appeal was our most ambitious communications campaign to date, reaching over 150,000 people through 12 weeks of press and social media activity. We also maintained a strong media presence throughout the year, with weekly print coverage and regular radio appearances.

The expansion of our Head of Communications and Engagement's role to include Public Affairs has already yielded results, including MP visits and increased participation in public consultations. We also welcomed a new Marketing and Supporter Engagement Officer, who will help us build deeper, more responsive relationships with our supporters.

Looking Ahead

As we reflect on the past year, we are proud of what we've achieved in the face of adversity. Our focus remains on innovation, collaboration, and impact—ensuring that every pound raised helps transform the lives of children, young people, and families across the East of England.

We extend our heartfelt thanks to every individual, trust, foundation, business, and community group that stood with us this year. Your support is not only appreciated - it is essential.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

PLANS FOR FUTURE YEARS

Over the course of 2024/25 the charity undertook a comprehensive review of our vision, purpose and values before deciding on our strategic priorities for the next three years. After reflecting on what our beneficiaries had been telling us and listening to our staff and other stakeholders, we have clarified our vision and purpose as follows:

Our Vision - For everyone in the East of England to feel happier, stronger and understood.

Our Purpose - to enhance emotional wellbeing, providing practical tools to overcome obstacles and fostering strong family and community connection.

To achieve our vision and purpose we will continue to deliver three key areas of work:

1. Mental health & wellbeing

We will support young people and children to manage their mental health.

2. Families affected by offending

We will ensure that families with a loved one in prison aren't left behind and support ex-offenders to reintegrate into their community.

3. Parent support

We will provide emotional, physical and social wellbeing services to parents living in our local community.

Our strategic aim for 2025-2028 is to transform how we deliver services by embedding the principles of trauma-informed practice across all aspects of our work – safety, trust, choice, collaboration, empowerment and cultural sensitivity. Therefore, as strategic priorities:

- we will prioritise the emotional wellbeing of the people we work with and those who work for us.
- we will ensure that every interaction is supportive and understanding and driven by our values.
- we will enhance our skills, refine our service delivery and equip our colleagues with the right tools and resources to create a safe and sustainable environment to deliver the best outcomes for the people who use our services.
- we will work with the community in which we are based, listening and responding to their specific needs

In line with these priorities, our objectives for 2025/26 include:

- development of an online/virtual service delivery offer within our Breaking Barriers service.
- delivery of our second professional conference, continuing the theme of holistic support for families affected by imprisonment.
- establishment of further collaboration between schools and prisons, e.g., opportunities for imprisoned parents to participate with their children in school parents' evenings
- development of training packages and resources that simultaneously help professionals and parents to support the children and young people in their care and contribute to new income streams.
- consolidation and continued roll-out of externally recognised Trauma Informed Practice quality standards to the wider organisation
- further development of the nursery to provide more child places and enhance the support for parents of children with special educational needs and disabilities.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

FINANCIAL REVIEW

2024/25 has been a successful year maintaining our free reserves levels at the upper end of our policy range following restoration to those levels in 2023/24 from the sale of a freehold property.

An overall surplus was achieved of £57k (2023/24 - deficit £656k) from a significant reduction in net expenditure of previously received restricted funding to £5k (2023/24 - £526k) and a turnaround of unrestricted funds performance to a surplus of £62k for the year (2023/24 - deficit £130k) providing a small increase in free reserves at the year end. This enabled us to maintain planned services and support capacity, prioritising our beneficiaries as long as possible whilst we were awaiting the outcome of philanthropic funding bids in the continuing challenging economic environment. However, we still had to take some difficult service capacity reduction and restructuring decisions in the last quarter of the year as we reviewed the sustainability of our budget plans after considering the impact of increased National Insurance costs and likely levels of funding available.

Total income of £7,652k (2023/24 - £7,143k) increased primarily due to increased unrestricted funding from Government commissioned services which increased to £4,942k (2023/24 - £3,695k). The overall reduction in restricted funding during the year to £1,488k (2023/24 - £1,982k) was from a reduction in restricted Government grants to £914k (2023/24 - £1,445k) mainly due to one childrens mental health service successfully transitioning from restricted development grant funding to an unrestricted commissioned contract funding. Overall Government income increased to £5,856k (2023/24 - £5,140k).

Restricted trust grant income for our services reduced by £32k (2023/24 - £143k reduction) to £330k (2023/24 - £362k) excluding funding from the Ormiston Trust reflects the continuing competition for funds with this income stream. Ormiston Trust continued their funding for specific services of £150k (2023/24 - £151k) in addition to maintaining their unrestricted grant at £400k (2023/24 - £400k) for the year.

Total voluntary income increased by 2% (2023/24 - 49% increase) to £761k (2023/24 - £743k), Our Provide CIC major partnership generated £242k (2023/24 - £141k) unrestricted funding in addition to the £54k restricted funding for the new Provide Community Grants charitable activity during the year. This increase offsets reductions in other corporate giving and donations. Legacy income was £5k during the year (2023/24 - £nil), no new legacy notifications were received during the year (2023/24 - nil).

Our remaining nursery activity was hived up during the year as planned and has made substantial progress during the year generating total charitable activity income of £736k (2023/24 - £489k as a trading activity). This increase has come from high occupancy levels and increased statutory early years grant funding levels. This hive up completes the restructure of our former trading activities and Ormiston Families Enterprises Limited ceased trading on 20th May 2025 having completed all its work supporting the hive up. Blois Meadow Day Nursery Limited was dissolved in June 2024 and had not traded during the year, the remaining dormant subsidiary companies forming part of the original nursery trading plan were dissolved in June and July 2024, please see note 14 for more detail. Ormiston Families Enterprises Limited will be dissolved through a voluntary strike off during 2025/26 following completion of the hive up. Following the hive up Ormiston Families Enterprises Limited held net liabilities of £nil (2023/24 - £20k net liabilities) and the charity was owed £nil (2023/24 - £nil) at the year end.

Investment income grew to £123k (2023/24 - £94k) from higher average cash balances and the first full year of utilising the CCLA COIF Charities Deposit Fund in our working capital management.

Total expenditure reduced to £7,595k (2023/24 - £7,799k) within this expenditure on raising funds reduced to £558k (2023/24 - £878k) mainly from the hive up of our nursery activity to the charity, the nursery becoming a charitable activity during the year from being a trading income generation activity previously. Total charitable activity expenditure increased to £7,037k (2023/24 - £6,921k) with unrestricted expenditure increasing to £5,598k (2023/24 - £4,413k) driven by the increased funding outlined above while restricted expenditure reduced to £1,439k (2023/24 - £2,508k) reflecting a reduced expenditure timing difference for additional restricted funds carried forward for expenditure within our charitable services from receipts in the latter months of previous years.

Within the net increase in funds for the year of £57k (2023/24 - £656k reduction) unrestricted funds increased by £62k (2023/24 - £130k reduction) to £1,730k and restricted funds reduced by £5k (2023/24 - £526k reduction) to £884k at the year end.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

The Board of Trustees have carried out a strategic review during the year and plan to continue developing increased diversified income streams and grow regionalised service capacity to support the needs of our beneficiaries as funding levels increase. Prioritising the needs of our beneficiaries and with free reserves levels being just above policy levels at the year end, the Board of Trustees have approved a deficit budget 2025/26 of £145k which will reduce free reserves to within policy levels by 31st March 2026.

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 for 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, while ensuring sustainable delivery of services to our beneficiaries. This acknowledges the current external environment, risks arising from cuts in statutory contract funding, increased costs of employment and the spread of funding received across a range of services and 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 policy levels based upon expected growth, tenders due and risk profiles for statutory and non-statutory funded activities within current budget plans.

On 31 March 2025, the charitable group balance sheet remained resilient, holding funds of £2,614k (2024 - £2,557k) of which £522k (2024 - £493k) is represented by fixed assets. Unrestricted funds are £1,730k (2024 - £1,668k) with £582k (2024 - £553k) funding fixed assets and approved fixed asset investments, leaving unrestricted free reserves as of 31 March 2024 of £1,148k (2024 - £1,115k). This is slightly in excess of the higher end of the free reserves policy levels and is agreed by the Board of Trustees to be appropriate as a temporary level to give sufficient resilience to the charity to keep within policy levels for the foreseeable future. With plans for a controlled deficit utilising £145k of these free reserves in place during 2025/26 to support our beneficiaries before returning to breakeven after fully absorbing the effect of the increased costs of employment and likely income levels available.

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 movement in restricted funds during the year. Restricted funds held at 31 March 2025 were £884k (2024 - £889k) reflecting the £5k net expenditure of previously received funds during 2023/24.

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 and does not expose them to excessive risk.

As well as bank balances and low volatility money market funds, 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 and funding climate. This has included assessing cashflows, risks of loss of contracts, strength of liquidity, disposal opportunities for surplus property and the confidence of our future potential debt capacity if required. In parallel the Charity continually reassesses its operations, business plans and performance facilitating swift action to be taken in response to any unexpected scenarios should they arise.

Having reviewed the key risks facing Ormiston Families, as well as the cash flow forecast model and the expected level of reserves, for a period of at least 12 months from the date of approval of these financial statements, the Board of Trustees consider there are sufficient reserves held on 31 March 2025 to manage those risks and achieve the

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

business plans. The Board of Trustees believe that Ormiston Families has adequate resources to fund its activities for the foreseeable future and are, accordingly, of the view that Ormiston Families is a going concern.

Principal Risks and Uncertainties

As in previous years, the Board of Trustees has reviewed the organisation's strategic, operational and governance risks to ensure that the major risks to which the charity may be exposed, as identified by the board, have been assessed and systems have been established to mitigate those risks.

The key risks to which the charity is exposed, and the mitigating steps are summarised below:

Risk	Mitigation
Personnel loss	• Remuneration policies reviewed alongside sector benchmarks in 2024, and salary increases retrospectively implemented from October 2024 with all salaries brought up to lower quartile levels as a minimum in line with our pay policy. Overall, this resulted in an average 5.1% payroll uplift across the organisation. • Salaries for our Play Out nursery provision were also increased to ensure all staff were equal or above the Real Living Wage from April 2025. • 81% of staff expressed being 'happy with our flexible working practices' in the February 2025 Charity Pulse survey. • We achieved an 81% score for 'access to appropriate emotional and mental health support', reflecting well on the new Employee Assistance Programme introduced last year. • Staff appraisals conducted and individual & organisational development plans agreed. • Trustee annual reviews undertaken, and one new Trustee appointed in line with succession plans. • An established and engaged Employee forum meeting regularly with senior leaders.
Financial mismanagement	• Financial systems and processes reviewed by trustees and external audits. • The 2023/24 and 2024/25 accounts audited by new auditors appointed by the Board at beginning of 2024. • Finance team maintained training to ensure awareness of fraud risks & common scams. This was reinforced with all staff undertaking cyber security training. • The team also provide a programme of regular lunchtime training sessions to increase understanding of financial processes. • Robust budgeting monitoring processes maintained.
Reputational loss	• Quality standards are maintained with routine observations and audits. • All services undergo a quarterly 'support and challenge' discussion to review performance and ensure a process of continuous improvement. • Policies are routinely reviewed, revised and implementation is monitored • Safeguarding and data protection training provided for all staff. • AI themed conference to raise awareness of risk and opportunities across organisation. • DBS checks undertaken on appointment and routinely sampled thereafter. • GDPR specialist consultants appointed to advise on all data protection matters. • Health & safety specialist consultants appointed to advise on policy and practice. • Head of Communications and Engagement role to oversee public relations.
Loss of Ormiston Trust funding and support	• Informal and formal dialogue maintained with Ormiston Trust with the CEO reporting to the Ormiston Trust Board on a regular basis. • Ormiston Trust's continued presence on the Board of Trustees. • Three-year project funding plan agreed with Ormiston Trust.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

Loss of major contract	• Regular performance monitoring undertaken by managers and senior leadership. • Key performance indicators monitored by senior leadership. • Significant concerns reported quarterly to the Board of Trustees. • Regular dialogue, reporting and review, maintained with commissioners and delivery partner organisations at local and senior levels. • There are no major contracts (over £500k per annum) due for renewal in 2025/26 that have not already been extended.
Loss of infrastructural assets	• Disaster recovery plans in place. • Insurance cover reviewed and updated, including cyber protection cover. • Security of premises and fire protection reviewed. • Archived service user records held and maintained centrally in secure room. • Data protection training and testing, supported with the appointment of an external GDPR specialist consultancy. • Information governance processes in place and regularly reviewed. • Cyber security processes reviewed regularly, and Cyber Essential accreditation award renewed in 2024. • New IT provider appointed providing ready access to specialist professional advice and support and facilitating cloud-based hosting of IT infrastructure and data records. Automated data back-up procedures in place.
Adverse economic climate	• Non-contracted service expenditure for 2025/26 reduced following restructure of underfunded services to mitigate the impact of increased NI Employers contributions across the organisation in 2025/26. • Central office payroll expenditure reduced to lower overheads. • Established COIF account to create an additional income stream while interest rates high. • Asset rich balance sheet maintained to facilitate borrowing if required. • Maintained market awareness through trustees and SLT in local and national developments. • New corporate partnership in place which has significantly increased annual unrestricted income.

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 resignation and four new trustee appointments since the previous year end 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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

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 2024/25 the Board of Trustees have continued their trustee review processes and board and committee self-assessment processes. The Governance Committee has also continued to ensure a high correlation of our structure and processes with the Charity Commission's Charity Governance Code and best practice following the independent review commissioned in 2022. 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 Trauma Informed Practice and Safer Recruitment.

Organisational Structure and Decision Making

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

- the formulation and implementation of strategy
- overseeing the implementation of the strategy through annual operating plans and budgets
- monitoring progress
- accepting ultimate responsibility for the sound professional, legal, and financial management of the charity.

The Board of Trustees meets four times a year to carry out its responsibility for ensuring that the activities undertaken are in line with the objects of the charity. A quorum consists of not less than three members and decisions are reached by majority. Average trustee attendance at board meetings was 77% during the year ended 31 March 2025 (2024 – 80%).

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 43.

The Board of Trustees has four committees, with terms of reference, whose members during the year to 31 March 2025 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 4 times during the year during the year ended 31 March 2025.

Members: Stephen West (chair), Jessica Godfrey-Withey, Marlini Finney (until May 2024), Catherine McLaughlin,

ORMISTON FAMILIES
(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report
FOR THE YEAR ENDED 31 MARCH 2025

Philip Richards (from May 2024), Miranda Kendall (from August 2024) and Gary Peverley (from May 2025).

In attendance: Chief executive, finance director and company secretary, operations 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 2025.

Members: Jessica Godfrey-Withey (chair), Miranda Kendall, Catherine McLaughlin, Rebecca Wood, Marlini Finney (until May 2024) and Mark Heasman (from May 2024).

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 2025.

Members: Miranda Kendall (chair), Peter Murray, Diana Murray, Rebecca Wood and Nicola Yarnall (until June 2025).

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

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

Members: Board chair, Board vice chair and chairs of the Resources, Governance and Income Generation Committees.

The senior recruitment and remuneration committee met once during the year ended 31 March 2025.

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 Senior Recruitment and 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 Ormiston Families Enterprises Limited, Ormiston Families' trading subsidiary, 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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

and significant support to Ormiston Families each year.

Mark Heasman, Philip Richards and Nicola Yarnall are employed by Provide CIC a major corporate partner and funder of Ormiston Families. Mark Heasman is Chief Executive and Philip Richards is Group Chief Financial Officer for Provide CIC.

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 integrated Income Generation and Communication 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.

We have guidelines in place for fundraising from vulnerable people and will never put pressure on anybody to donate.

As in the previous year, we received no fundraising related complaints.

Our Commitment to the Environment

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

Policy Principles:

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

For the year 2023/24 we reported our average carbon emissions per employee (arising from property energy consumption and staff mileage) as 679 kg of CO₂ per full time equivalent employee (FTE) and set a target to reduce this by 5%. Our actual CO₂ per FTE emissions for 2024/25 was 669 kg. This equates to a 1.4% reduction in average emissions in a period where our FTE staff number remained stable. While this is well below target, the reduction in staff travel for work emissions reduced by 17.9% and gas usage for heating and hot water by 9%.

This is a positive reflection of the work undertaken in 2023/24 to 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. The implementation of this form helped to raise staff awareness (highlighting their personal CO₂ contribution) and made it easier for us to accurately record this data. The reduced travel emissions were achieved by several staff switching to greener forms of travel for work (e.g. car sharing and trains) as well as an uptake in the use of electric vehicles.

Following on from this, and interest expressed by staff, we are about to launch a salary sacrifice electronic vehicle purchase scheme for staff provided by Octopus.

With the improvements in travel and gas emissions, we had hoped to see the reduction in our overall average carbon emissions per employee significantly exceed the 5% target. However, the impact of these successes was undermined by our increased use of heating oil at our 333 Felixstowe Road premises. These two antiquated oil-fired boilers continue to be our primary obstacle to us moving significantly closer to a carbon neutral position.

Looking at our gross carbon footprint we did manage a small reduction in our overall impact from 106.5 to 105.2 tonnes.

Our Environmental Working Group continues to provide valuable insights and champion our aims. This was admirably demonstrated by the group organising an environmentally themed staff conference in July 2024 to raise awareness of our strategic objective and progress against this as well as encouraging staff to consider how they could contribute at home and in the workplace.

The results of the recent Charity Pulse survey show that 70% of staff agree with the statement ***'This charity is making all reasonable efforts to reduce its impact on the environment'***.

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 2025/26

- Reduce the average carbon emissions per employee arising from our energy consumption and staff travel by 5% this year – Currently 512 kg of CO₂ per FTE employee per annum.
- Continue to promote and embed a cultural aspiration to minimise our environmental impact across the organisation.
- Introduce the Octopus EV Salary sacrifice scheme to encourage staff to transition to electric vehicles
- At least three members of our Environmental Working Group to complete the Groundwork Carbon Literacy course.
- Monitor and report on our progress throughout the year
- Prepare an action plan for 2026/27

ORMISTON FAMILIES
(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report
FOR THE YEAR ENDED 31 MARCH 2025

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 and impact 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, His Majesty's Prison and Probation Service, Norfolk County Council, Ormiston Trust and Provide CIC. 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:

Annie Tranmer Charitable Trust
Bedfordshire & Luton Community Fund - Frank Branston Fund
Belstead Ganzoni Charitable Settlement (aka Lord Belstead Charitable Settlement)
Bernays Charitable Trust
Birketts Community Grassroots Endowed Fund
Cambridge in Need Fund
CCF Healthier Futures (Cambridgeshire and Peterborough Integrated Care System)
Charles Hayward Foundation
Charles S French Charitable Trust
Children in Need
Christopher Holmes Charitable Fund
Cranfield Charitable Trust
David Family Foundation
DC Moncrieff Charitable Trust
Diana Tinson and Spence Family Funds
Dorothy Pamela Smith CIO
Eastern Counties Educational Trust Limited
E&J Legacy and Grant Making Fund
Essex Police Fire and Crime Commissioner
Essex Youth Trust
Evelyn Trust
Fund for Cambridgeshire
Garfield Weston Foundation
Gary Sullivan Charitable Fund
Geoffrey Watling Charitable Trust
Glasspool
Grace Trust
Hadley Trust
The Harpur Trust
Harwich Haven Authority Fund
Herefordshire Community Foundation - the Joanies Fund
Hope House & Gippeswyk Educational Trust
Hudson Charitable Trust
John & Pamela Salter Charitable Trust
John Laing Charitable Trust
Joan Wilkinson Charitable Trust

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

Karin Brass Memorial Fund
Leeze Charitable Fund
Leigh Trust
Lujenna Educational Trust
Leslie Mary Carter Charitable Trust
The Mabs Mardulyn Charitable Foundation
Metalcraft Community Fund
Michael & Shirley Hunt Charitable Trust
Norwich Charitable Trusts
The Overland Charitable Trust
Paul Bassham Charitable Trust
PEM Charitable Trust
Postcode Community Trust
The Prudence Trust
Ranworth Trust
RC Snelling Charitable Trust
Ridgeons Family Endowed Fund
RJB Grant Making Programme
Rope Trust (Mrs LD Rope Third Charitable Settlement)
Sabariah's Fund
Saracen's Norfolk Fund
Simon Gibson Charitable Trust
Smith and Pinching Charitable Trust
SSE The Greater Gabbard Community Fund
St Jude's Trust
Steel Charitable Trust
Suffolk Community Foundation
Suffolk Community Foundation Women and Girls Fund
Suffolk Giving Fund
Wixamtree Trust

Public Benefit

The trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit and believe that the benefit to members of the public described in the achievements and performance within this report demonstrates the public benefit delivered by Ormiston Families.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

TRUSTEES' REPORT incorporating a directors' report FOR THE YEAR ENDED 31 MARCH 2025

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 4th September 2025 and signed on their behalf by:



Gail Tolley, Chair

ORMISTON FAMILIES

(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ORMISTON FAMILIES FOR THE YEAR ENDED 31 MARCH 2025

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 2025 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 2025, 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.



John Perry (Senior Statutory Auditor)
For and on behalf of

SUMER AUDITCO LTD

Fitzroy House
Crown Street
Ipswich
Suffolk
IP1 3LG

Date: 4 September 2025

Ormiston Families

Consolidated Statement of Financial Activities (incorporating Income and Expenditure Account for the year ended 31 March 2025)

		Unrestricted Funds	2025 Restricted Funds	Total	Unrestricted Funds	2024 Restricted Funds	Total
	Notes	£000	£000	£000	£000	£000	£000
Income from:							
Donations and Legacies	2	729	32	761	739	4	743
Charitable activities	3						
Families		4,164	1,221	5,385	2,730	1,764	4,494
Justice		1,134	232	1,366	1,020	214	1,234
Charitable activities sub total		5,298	1,453	6,751	3,750	1,978	5,728
Other trading activities	4	13	3	16	515	-	515
Investments	6	123	-	123	94	-	94
Other income	6	1	-	1	63	-	63
Total		6,164	1,488	7,652	5,161	1,982	7,143
Expenditure on:							
Raising funds	7,8	504	54	558	878	-	878
Charitable activities	7,8						
Families		3,977	1,136	5,113	3,109	2,295	5,404
Justice		1,621	303	1,924	1,304	213	1,517
Charitable activities sub total		5,598	1,439	7,037	4,413	2,508	6,921
Total		6,102	1,493	7,595	5,291	2,508	7,799
Net (expenditure)/income for the year		62	(5)	57	(130)	(526)	(656)
Transfers between funds	19	-	-	-	-	-	-
Net movement in funds		62	(5)	57	(130)	(526)	(656)
Reconciliation of funds							
Total funds brought forward		1,668	889	2,557	1,798	1,415	3,213
Total funds carried forward	19	1,730	884	2,614	1,668	889	2,557

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 30-42 form part of these financial statements.

Ormiston Families

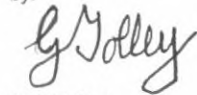
Group and Company Balance Sheets as at 31 March 2025

Company Number 02769307

	Notes	Group		Company	
		2025 £000	2024 £000	2025 £000	2024 £000
Fixed assets					
Intangible assets	12	27	10	27	10
Tangible assets	13	495	483	495	483
Investments	14	-	-	-	-
Current assets					
Stock	15	-	-	-	-
Debtors	16	336	287	336	287
Cash at bank and in hand	23	2,789	2,775	2,789	2,746
		3,125	3,062	3,125	3,033
Liabilities					
Creditors: Amounts falling due within one year	17	(983)	(948)	(983)	(865)
Net current assets		2,142	2,114	2,142	2,168
Total assets less current liabilities		2,664	2,607	2,664	2,661
Provisions for liabilities	18	(50)	(50)	(50)	(50)
Net assets		2,614	2,557	2,614	2,611
Funds of the Charity:					
Restricted funds	19	884	889	884	889
Unrestricted funds	19	1,730	1,668	1,730	1,722
Total Charity funds		2,614	2,557	2,614	2,611

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 4th September 2025 and are signed on their behalf by:



Gail Tolley
Chair



Stephen West
Trustee

The notes on pages 30-42 form part of these financial statements.

Ormiston Families

Consolidated Statement of Cash Flows for the year ended 31 March 2025

	Notes	2025 £000	2024 £000
Cash flows from operating activities			
Net cash (used in) operating activities	22	(43)	(505)
Cash flows from investing activities			
Net interest received		123	94
Proceeds from the sale of tangible fixed assets		-	501
Purchase of tangible fixed assets		(36)	(2)
Purchase of intangible fixed assets		(30)	(12)
Net cash provided by investing activities		57	581
Change in cash and cash equivalents in the reporting period		14	76
Cash and cash equivalents at 1 April		2,775	2,699
Cash and cash equivalents at 31 March	23	2,789	2,775

Analysis of changes in net debt

	1st April 2024 £000	Cash flows £000	Other non-cash changes £000	31st March 2025 £000
Cash and cash equivalents				
Cash	2,775	14	-	2,789
	2,775	14	-	2,789
Total	2,775	14	-	2,789

The notes on pages 30-42 form part of these financial statements.

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2025

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 29.

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 undertaking, Ormiston Families Enterprises Limited. Blois Meadow Day Nursery Limited was dissolved during the financial year and there was no activity during the year for this company.

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 £3,000 (2024 - net expenditure £821,000).

1.3 COMPANY STATUS

The charity is a company limited by guarantee. The members of the charity are the Trustees named on page 43. 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 2025 was 12 (2024 - 9).

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, strategic plans and risks.

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 2025

continued

1 ACCOUNTING POLICIES (continued)

1.6 INCOME (continued)

Investment income is included on a receivable basis.

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

1.7 EXPENDITURE

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

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

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

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

Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

All expenditure is inclusive of irrecoverable VAT.

1.8 GOING CONCERN

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

Having reviewed the key risks facing Ormiston Families, as well as the budget and cash flow forecast model, balance sheet strength, potential loan availability and the expected level of reserves, the Trustees consider there are sufficient reserves held at 31 March 2025 to manage those risks and achieve the business plan. The Trustees believe that Ormiston Families has adequate resources to fund its 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 is a going concern. Following consideration of professional advice the charity has decided to hive up its remaining nursery activity and therefore the subsidiary company is not a going concern and it is planned to voluntarily dissolve it during 2025-26.

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 after any necessary impairment review on the following bases:

Freehold property	-	Over 50 years
Leasehold Property	-	Over the lease term or useful life
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 software and 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 2025

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.

1.20 REDUNDANCY

Redundancy costs, including the cost of redundancy notice periods, are recognised in the period that notice of redundancy has been given to employees in circumstances where no suitable alternative role was available following an organisational restructure. Redundancy payments are based upon statutory rates.

Ormiston Families
Notes to the Financial Statements for the year ended 31 March 2025
(continued)

2 Income from donations and legacies

	2025			2024		
	Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	£000	£000	£000	£000	£000	£000
Donations	270	32	302	306	3	309
Legacies	5	-	5	-	-	-
Trust funding	54	-	54	33	1	34
Ormiston Trust general grant	400	-	400	400	-	400
	<u>729</u>	<u>32</u>	<u>761</u>	<u>739</u>	<u>4</u>	<u>743</u>

3 Income from charitable activities

	2025			2024		
	Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	£000	£000	£000	£000	£000	£000
Government funding	4,942	914	5,856	3,695	1,445	5,140
Customer fees	328	4	332	9	20	29
Trust funding	-	330	330	-	362	362
Ormiston Trust project funding	-	150	150	-	151	151
Other grant funding	28	55	83	46	-	46
	<u>5,298</u>	<u>1,453</u>	<u>6,751</u>	<u>3,750</u>	<u>1,978</u>	<u>5,728</u>

There are no unfulfilled conditions at the year end relating to Government funding (2024 - none).

4 Income from other trading activities

	2025			2024		
	Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	£000	£000	£000	£000	£000	£000
Fundraising events	13	3	16	26	-	26
Trading subsidiary activities (note 5)						
Ormiston Families Enterprises Ltd	-	-	-	489	-	489
Blois Meadow Day Nursery Ltd	-	-	-	-	-	-
	<u>13</u>	<u>3</u>	<u>16</u>	<u>515</u>	<u>-</u>	<u>515</u>

5 Trading subsidiary activities

	2025 Unrestricted Funds £000	2024 Unrestricted Funds £000
Trading income		
Nursery income	<u>-</u>	<u>489</u>
	-	489
Trading expenses		
Direct costs	(54)	88
Wages and salaries	<u>-</u>	<u>364</u>
	(54)	452
Net income/(expenditure) from trading activities excluding intercompany charges	<u>54</u>	<u>37</u>

Ormiston Families
Notes to the Financial Statements for the year ended 31 March 2025
(continued)

6 Investment income

	2025			2024		
	Unrestricted Funds £000	Restricted Funds £000	Total £000	Unrestricted Funds £000	Restricted Funds £000	Total £000
Short term deposits	123	-	123	94	-	94
	<u>123</u>	<u>-</u>	<u>123</u>	<u>94</u>	<u>-</u>	<u>94</u>

Other income

	2025			2024		
	Unrestricted Funds £000	Restricted Funds £000	Total £000	Unrestricted Funds £000	Restricted Funds £000	Total £000
Profit on disposal of fixed assets	-	-	-	62	-	62
Other	1	-	1	1	-	1
	<u>1</u>	<u>-</u>	<u>1</u>	<u>63</u>	<u>-</u>	<u>63</u>

7 Expenditure by type

Raising funds

	2025			2024		
	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	345	-	345	338	-	338
Events and other activity costs	213	54	267	88	-	88
	<u>558</u>	<u>54</u>	<u>612</u>	<u>426</u>	<u>-</u>	<u>426</u>
Total fundraising costs	558	54	612	426	-	426
Cost of trading to generate funds						
Trading subsidiary activities (note 5)	(54)	-	(54)	452	-	452
	<u>504</u>	<u>54</u>	<u>558</u>	<u>878</u>	<u>-</u>	<u>878</u>

Expenditure on charitable activities

Wages and salaries	3,453	1,138	4,591	2,621	1,485	4,106
Other direct costs	1,362	55	1,417	1,038	624	1,662
Support costs	783	246	1,029	754	399	1,153
	<u>5,598</u>	<u>1,439</u>	<u>7,037</u>	<u>4,413</u>	<u>2,508</u>	<u>6,921</u>
	<u>6,102</u>	<u>1,493</u>	<u>7,595</u>	<u>5,291</u>	<u>2,508</u>	<u>7,799</u>

8 Expenditure by activities

	2025			2024		
	Activities undertaken directly £000	Support costs £000	Total £000	Activities undertaken directly £000	Support costs £000	Total £000
Raising funds	555	3	558	870	8	878
Charitable activities						
Families	4,331	782	5,113	4,575	829	5,404
Justice	1,680	244	1,924	1,201	316	1,517
	<u>6,566</u>	<u>1,029</u>	<u>7,595</u>	<u>6,646</u>	<u>1,153</u>	<u>7,799</u>

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

Ormiston Families
Notes to the Financial Statements for the year ended 31 March 2025
(continued)

9 Analysis of support costs

	Governance £000	2025 Support Costs £000	Total £000	Governance £000	2024 Support Costs £000	Total £000
Expenditure by activities						
Wages & salaries	62	711	773	60	731	791
Recruitment, travel & other staff related	2	57	59	1	53	54
Property	-	35	35	-	67	67
IT & Communications	-	56	56	-	86	86
Insurance	-	54	54	-	61	61
Professional fees and memberships	23	9	32	41	31	72
Print, post, stationery & admin.	3	17	20	4	17	21
Depreciation	-	-	-	-	1	1
	<u>90</u>	<u>939</u>	<u>1,029</u>	<u>106</u>	<u>1,047</u>	<u>1,153</u>

10 Net income / (expenditure)

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

	2025 £000	2024 £000
Depreciation of tangible fixed assets		
- owned by the charity	24	61
Amortisation of intangible fixed assets	13	8
Operating lease rentals		
- plant and machinery	3	3
- other operating leases	66	63
Fees payable to auditor for :		
- audit of the charity	23	16
- under accrual for audit of previous year	-	2
- audit of the subsidiary companies	-	8
- other services	3	2
	<u>3</u>	<u>2</u>

11 Staff

a Staff costs

	2025 £000	2024 £000
Wages and salaries	5,173	5,011
Social security costs	470	390
Pension costs	212	198
	<u>5,855</u>	<u>5,599</u>
Statutory redundancy payments upon nursery and project restructuring	<u>27</u>	<u>21</u>

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

b Staff numbers

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

	2025 No.	2024 No.
Families	89	69
Justice	55	69
Operations	3	5
Enterprise	24	20
Corporate	33	35
	<u>204</u>	<u>198</u>

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2025

(continued)

11 Staff

b Staff numbers (continued)

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

	2025	2024
	No.	No.
Families	77	59
Justice	31	48
Operations	2	3
Enterprise	17	15
Corporate	29	30
	156	155

c Higher paid staff

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

	2025	2024
	No.	No.
In the band £60,001 - £70,000	1	4
In the band £70,001 - £80,000	2	-
In the band £80,001 - £90,000	-	3
In the band £90,001 - £100,000	4	1
In the band £110,001 - £120,000	1	1

The employer pension contributions relating to these staff amounted to £43,404 during the year (2024 - £48,065)

d Key management personnel

The key management personnel of the charity comprise the trustees and the senior leadership team as listed on page 43. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the charity was £531,424 (2024 - £495,558).

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 1 (2024 - 3) Trustees were reimbursed expenses totalling £926 (2024 - £1,974).

12 Intangible fixed assets

	Software £000	Goodwill £000	Total £000
Group Cost			
At 1 April 2024	25	119	144
Additions	30	-	30
Disposals	-	(119)	(119)
At 31 March 2025	55	-	55
Amortisation			
At 1 April 2024	15	119	134
Charged in year	13	-	13
Disposals	-	(119)	(119)
At 31 March 2025	28	-	28
Carrying amount			
At 31 March 2024	10	-	10
At 31 March 2025	27	-	27

This Goodwill was acquired by and was held by the charity's trading subsidiary, Ormiston Families Enterprises Limited in respect of trading nursery acquisitions. This goodwill included items such as customer lists and trading names. As part of the hive up process this has been treated as a disposal, having no value associated with the continuing activities hived up.

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2025 (continued)

13 Tangible Fixed Assets GROUP and CHARITY

	Freehold land and buildings £000	Leasehold land and buildings £000	Fixtures, fittings and equipment £000	Total £000
Cost				
At 1 April 2024	727	398	274	1,399
Additions	-	-	36	36
Disposals	-	-	(8)	(8)
At 31 March 2025	<u>727</u>	<u>398</u>	<u>302</u>	<u>1,427</u>
Depreciation				
At 1 April 2024	253	397	266	916
Charged in year	15	1	8	24
Disposals	-	-	(8)	(8)
At 31 March 2025	<u>268</u>	<u>398</u>	<u>266</u>	<u>932</u>
Net book values				
At 31 March 2024	474	1	8	483
At 31 March 2025	<u>459</u>	<u>-</u>	<u>36</u>	<u>495</u>

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2025 (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 (2024 - £nil) reflecting the hive up on 1st April 2024, post hive up the company carried out regulatory activity for the nursery operation until Ofsted registration transferred on 20th May 2025. 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.

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

Profit and Loss

	Ormiston Families Enterprises Ltd	
	2025	2024
	£000	£000
Turnover	26	488
Cost of sales	(16)	(404)
Gross Profit	10	84
Administrative expenses	(9)	(75)
Other operating income	-	1
Operating profit/(loss)	1	10
Interest payable and similar expenses	-	-
Corporation tax charge	-	(4)
Profit/(loss) for the year	1	6

Balance Sheet

	2025	2024
	£000	£000
Intangible fixed assets	-	-
Tangible fixed assets	-	-
Current assets	-	30
Current liabilities	(173)	(204)
Creditors falling due after more than one year	-	-
Net assets	(173)	(174)
Share capital and reserves	(173)	(174)

Following the nursery closure, the Directors of Blois Meadow Day Nursery Limited progressed voluntary dissolution of the limited company having settled all debts, there was no activity within the company during the year. Companies House dissolution occurred on 25th June 2024. Ormiston Families Enterprises Limited ceased trading at the end on 20th May 2025. Following completion, all management activity surrounding the 1st April 2024 hive up of the operating nursery activity and the transfer of all assets and liabilities to the parent charity, Ormiston Families Enterprises Limited will be voluntarily dissolved during 2025-26.

At 31 March 2025, Ormiston Families Enterprises Limited had tax losses amounting to approximately £104,957 (2024 - £98,208) which are available for offset against future taxable profits. A deferred tax asset of £26,239 (2024 - £24,552) has not been recognised as the directors consider that it is uncertain that the tax losses will be utilised in the foreseeable future.

Additional nil value shareholding

The charity held 100% of the issued share capital, being one £1 ordinary share in each company, of the following 7 dormant subsidiary companies; Playout Group Limited, Playout Childcare Limited, Playout Education Limited, Playout Childcare and Education Limited, Playout Nurseries Limited, Playout Holiday Clubs Limited, Playout Nurseries and Holiday Clubs Limited. These companies have been voluntarily dissolved. Companies dissolution dates were 25th June 2024 and 2nd July 2024.

Other shareholdings

The charity held 100% of the issued share capital, being one £1 ordinary share in each company, of the following 7 dormant subsidiary companies; Playout Group Limited, Playout Childcare Limited, Playout Education Limited, Playout Childcare and Education Limited, Playout Nurseries Limited, Playout Holiday Clubs Limited, Playout Nurseries and Holiday Clubs Limited. These companies have been voluntarily dissolved. Companies dissolution dates were 25th June 2024 and 2nd July 2024.

Ormiston Families
Notes to the Financial Statements for the year ended 31 March 2025
(continued)

15 Stock

	Group		Charity	
	2025	2024	2025	2024
	£000	£000	£000	£000
Merchandise	-	-	-	-

16 Debtors

	Group		Charity	
	2025	2024	2025	2024
	£000	£000	£000	£000
Trade debtors	145	43	145	43
Amounts owed by group undertakings	-	-	-	-
Other debtors	12	2	12	2
Prepayments and accrued income	179	242	179	242
	336	287	336	287

17 Creditors: Amounts falling due within one year

	Group		Charity	
	2025	2024	2025	2024
	£000	£000	£000	£000
Trade creditors	173	95	173	74
Other taxation and social security	175	167	175	162
Other creditors	3	74	3	38
Accruals	256	129	256	115
Deferred income	376	483	376	476
	983	948	983	865

Deferred income

	Group		Charity	
	2025	2024	2025	2024
	£000	£000	£000	£000
Deferred income at 1 April 2024	483	416	476	410
Released from previous years	(483)	(416)	(476)	(410)
Resources deferred in the year	376	483	376	476
Deferred Income at 31 Mar 2025	376	483	376	476

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 Provisions for liabilities

	Group		Charity	
	2025	2024	2025	2024
	£000	£000	£000	£000
Dilapidations provision				
At 1 April 2024	50	-	50	-
Provided in the year	-	50	-	50
At 31 Mar 2025	50	50	50	50

The dilapidation provision is management's best estimate of the potential costs that may be incurred at the end of the property lease to return the property to its original state.

Ormiston Families
Notes to the Financial Statements for the year ended 31 March 2025
(continued)

19 Statement of funds - Group

2024-25	Brought forward £'000	Income £'000	Expenditure £'000	Transfers in/(out) £'000	Carried forward £'000
Designated funds					
Fixed assets	553	-	-	29	582
Unrestricted funds					
General fund	1135	6,164	(6,102)	(49)	1,148
Ormiston Families Enterprises Limited	(20)	-	-	20	-
	1,115	6,164	(6,102)	(29)	1,148
Total unrestricted funds	1,668	6,164	(6,102)	-	1,730
Restricted funds					
Families	794	1,256	(1,190)	(8)	852
Justice	95	232	(303)	8	32
	889	1,488	(1,493)	-	884
Total funds	2,557	7,652	(7,595)	-	2,614
2023-24	Brought forward £'000	Income £'000	Expenditure £'000	Transfers in/(out) £'000	Carried forward £'000
Designated funds					
Tangible fixed assets	981	-	-	(428)	553
Unrestricted funds					
General fund	898	4,672	(4,812)	377	1,135
Ormiston Families Enterprises Limited	(78)	489	(479)	48	(20)
Blois Meadow Day Nursery Limited	(3)	-	-	3	-
	817	5,161	(5,291)	428	1,115
Total unrestricted funds	1,798	5,161	(5,291)	-	1,668
Restricted funds					
Families	1,325	1,768	(2,295)	(4)	794
Justice	90	214	(213)	4	95
	1,415	1,982	(2,508)	-	889
Total funds	3,213	7,143	(7,799)	-	2,557

Designated funds

The fixed asset fund has been set up to reflect the element of the group's fixed assets acquired and approved specific short term acquisition plans not funded by restricted capital funds.

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2025

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

20 Analysis of Net Assets between Funds

Fund balances at 31 March 2025 are represented by:

	Unrestricted Funds 2025 £'000	Restricted Funds 2025 £'000	Total Funds 2025 £'000
Intangible fixed assets	27	-	27
Tangible fixed assets	495	-	495
Current assets	2,241	884	3,125
Current liabilities	(983)	-	(983)
Provisions for liabilities	(50)	-	(50)
Total net assets	1,730	884	2,614

Fund balances at 31 March 2024 are represented by:

	Unrestricted Funds 2024 £'000	Restricted Funds 2024 £'000	Total Funds 2024 £'000
Intangible fixed assets	10	-	10
Tangible fixed assets	483	-	483
Current assets	2,173	889	3,062
Current liabilities	(948)	-	(948)
Creditors due after one year	(50)	-	(50)
Total net assets	1,668	889	2,557

21 Commitments under operating leases

At 31 March 2025 the total of the charity's future minimum lease payments under non-cancellable operating leases was:

Group	Land and Buildings		Other	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Amounts due within one year	52	56	4	2
Amounts due between one and five years	184	41	1	3
	236	97	5	5

Charity	Land and Buildings		Other	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Amounts due within one year	52	56	4	1
Amounts due between one and five years	184	41	1	2
	236	97	5	3

Ormiston Families

Notes to the Financial Statements for the year ended 31 March 2025

(continued)

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

	2025 £'000	2024 £'000
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	57	(656)
Adjusted for:		
Amortisation (note 12)	13	8
Depreciation charges (note 13)	24	61
Interest receivable (note 6)	(123)	(94)
Profit on sale of fixed assets	-	(62)
Decrease in stocks	-	1
(Increase) / Decrease in debtors	(49)	607
Increase / (Decrease) in creditors due within one year	35	(420)
Increase in provisions for liabilities	-	50
Net cash (used in) Operating Activities	(43)	(505)

23 Analysis of cash and cash equivalents

	At 31 March 2025 £'000	At 31 March 2024 £'000
Cash at bank and in hand	2,789	2,775
Total cash and cash equivalents	2,789	2,775

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 £212,000 (2024 - £198,000). There were contributions payable of £43,569 (2024 - £37,669) 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 £nil (2024 - £27,000) and a management fee of £nil (2024 - £nil) to its wholly owned subsidiary company, Ormiston Families Enterprises Limited. In addition, expenses of £nil (2024 - £23,276) were recharged to Ormiston Families Enterprises Limited at cost. A gift aid distribution of £nil (2024 - £nil) was made from Ormiston Families Enterprises Limited to the charity during the year. At the year end, a balance of £nil was owed by Ormiston Families Enterprises Limited (2024 - £nil including amounts advanced to Ormiston Families Enterprises Limited to support working capital requirements for an orderly restructure of the nursery operations and hive up implementation).

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 £4,383 (2024 - £4,174) and the balance outstanding at the year end was £0 (2024 - £292).

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 £21,191 (2024 - £19,135) and the balance outstanding at the year end was £1,073 (2024 - £1,287). Derrick worked for Ormiston Families until 12th April 2024.

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 (2024 - £400,000) and specific project grant funding of £150,000 (2024 - £151,191), the balance outstanding at the year end was £nil (2024 - £nil).

Trustees Mark Heasman, Philip Richards and Nicola Yarnall are also employed by Provide CIC, a major corporate partner and funder. Since they joined the Board of Trustees in April 2024, Provide CIC provided general grant funding of £242,000 and specific Provide Community Grants programme funding of £53,705 the balance outstanding at the year end was £nil.

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

There are no other related party transactions (2024 - nil).

26 Post balance sheet events

Subsidiary company, Ormiston Families Enterprises Limited ceased trading on 20th May 2025 following the completion of the hive up of all its activities to the parent charity.

Ormiston Families

Reference and administrative details for the year ended 31 March 2025

Trustees

Gail Tolley, chair
Miranda Kendall, vice chair
Peter Murray OBE
Marlini Finney (until 31st May 2024)
Jessica Godfrey-Withey
Derek Mark Heasman (from 1st April 2024)
Catherine McLaughlin
Diana Murray
Gary Peverley (from 13th March 2025)
Philip Richards (from 1st April 2024)
Stephen West, treasurer
Rebecca Wood
Nicola Yarnall (from 1st April 2024, until 19th June 2025)

President

Lady Tollemache

Vice Presidents

Lady Deben
Wendy Drew
Rosemary Gutteridge
Miranda Kendall
Diana Murray
Trevor Pickett
Lady de Ramsey
Julie Spence
Richard Townley

Patrons

Saeed Atcha MBE DL
Julie Spence OBE, QPM, DL

Chief executive and senior leadership team

Allan Myatt (Chief executive until retirement on 2nd August 2025)
Catherine Higgs (Income generation and marketing director)
Derrick Louis (Commercial director until 12th April 2024)
Karen Moore (People and organisational development director)
Mark Proctor (Operations director, interim chief executive from 3rd August 2025)
Duncan Turner (Finance director and company secretary)

Statutory auditors

Sumer Auditco Limited
Fitzroy House
Crown Street
Ipswich
Suffolk IP1 3LG

Company secretary

Duncan Turner

Company registration number

02769307

Bankers

Barclays Bank plc
35 Market Hill
Sudbury
CO10 2EP

Charity registration number

01015716

Website

www.ormiston.org

Solicitors

Ashtons Legal LLP
The Long Barn
Fornham Business Court
Bury St. Edmunds
Suffolk IP31 1SL

Registered office

333 Felixstowe Road
Ipswich
Suffolk
IP3 9BU

ORMISTON FAMILIES

England & Wales - Charity number 1015716

Accounts



**Ormiston
Families**
Brighter futures

Ormiston Families

(a Company Limited by Guarantee)

Annual Report and Financial statements for the year ended 31 March 2024

Contents

Page 2

Welcome from our Chair and CEO

Page 3-26

Trustees' Report including
Directors' Report

- Objectives and activities
- Our work supporting families affected by offending
- Our work supporting mental health & wellbeing
- Our work supporting communities
- Our strategic successes
- Future plans
- Our people
- Financial review
- Structure, governance and management
- Our supporters
- Statement of responsibilities

Page 27-28

Independent Auditor's Report

Page 29

Consolidated Statement
of Financial Activities

Page 30

Balance Sheets

Page 31

Consolidated Statement
of Cash Flows

Page 32-44

Notes to the Financial Statements

Page 45

Reference and Administrative Details

Welcome from our Chair and CEO

At Ormiston Families, our vision is that all families in the East of England are safe, healthy and resilient. To achieve that, we want to reach those in need as early as possible, capitalising on the early intervention approach we know works and allowing our expert practitioners to provide support without delay.

We are delighted to lay out this report which explains how last year we did that for more families than ever – and the numbers tell the story.

In 2023/24 we worked directly with over 5,100 families, offering nearly 22,000 sessions of support. Remarkably, this was despite seeing a 20% reduction in our income on the previous year. Our 2023/24 report illustrates how we achieved this through collaborating with others to build more effective partnerships, improving our back-office systems and infrastructure, and enhancing the quality and scope of the services we offer.

On asking those that accessed our services last year, 89% reported feeling safer, 84% felt emotionally healthier and 86% told us they felt more resilient. However, we know there is still more to be done. This is why we are advocating for greater support for children's mental health, for improved support for parents of children with additional needs, for targeted and compassionate support for mothers who have had a child removed from their care, and for increased funding for early intervention work with families.

In the challenging economic climate, it is no surprise that crisis services are prioritised for funding. However, at Ormiston Families, we believe that early preventative work costs less overall and reduces the number of families experiencing the heightened trauma of waiting for their needs to escalate to a critical point before support becomes available to them. This is the best way to deliver compassionate services and why we are always keen to explore opportunities to intervene earlier. Hence, our Stars Bereavement service has recently introduced a pre-bereavement support initiative. Similarly, our Breaking Barriers service is collaborating with Police Forces to establish a consolidated record of children with a parent in prison so that support can be offered earlier to children confronting this recognised adverse childhood experience.

While sometimes we may not secure sustained funding to enable us to continue delivering a service, as a charity we believe in being brave enough to try new initiatives. This year we took the tough decision to end our YouCanBe service for this reason. YouCanBe was a preventative service to support young women, vulnerable to pregnancy and the subsequent removal of their child into care, to make positive choices around their relationships and sexual health. Many young women and their families have benefited from the support YouCanBe provided, which was developed to sit alongside our Mpower service which operates across three counties in the East region and supports women who have already had one or more children removed into care. Our Mpower service grew in 2023 with a newly funded team opening in Peterborough and with the Norfolk team winning and mobilising a trailblazing Public Health and Children's Services tender to deliver a statutorily commissioned service as the first of its kind in the country.

As we enter the third year of our current strategic plan, we are asking the people we work with, staff, funders and others to help us review and critique our progress, as we begin to shape our strategic direction for the next three years. Reflecting on our achievements within this report, it is heartening to see just how many can be traced directly back to the objectives we laid out in our strategic plan in 2022. For this we must thank our trustees and staff for their incredible skills and commitment and our colleagues in the numerous partnerships we are part of, for believing in Ormiston Families, our values, and the individuals and families we are working with.



Gail Tolley
Chair



Allan Myatt
CEO

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.

Our founder's sister, Fiona Ormiston Murray, was tragically killed on her honeymoon. She loved children and it was no secret that she was excited about starting her own family. Her family, devastated by their loss, honoured her memory by creating a charitable trust, devoted to helping children and families in need. That trust is now known as Ormiston Families.

Ormiston Families focusses its work on the support of vulnerable children and their families across the East of England. The families we work with face a variety of challenges including poor mental health, additional needs, imprisonment, bereavement and child removal.

We offer one-to-one support, small group sessions and prison visit facilitation to help families work through the effects of these challenges. We work directly with children and young people as well as parents, carers and professionals to support change at a personal and systemic level.

In 2023/24, we reached over 5,100 families and welcomed over 60,000 visitors to our prison visit centres. Every one of them has a story to tell. Read about some of their journeys here, and how you can support us to continue to make a difference.



Our work supporting families affected by offending

We ensure families with a loved one in prison aren't left behind and support ex-offenders to reintegrate into their community.

Why?

Because an estimated 78% of the prison population have a child aged under 18, and 7% of children will experience their parent's imprisonment during their time at school*.

Parental imprisonment is known as an 'adverse childhood experience' that can directly affect long term health and wellbeing, so supporting children experiencing this can help lessen these effects.

Maintaining family ties can reduce re-offending rates, contributing to breaking intergenerational cycles of offending and saving the taxpayers' money.

(*Source: Ministry of Justice. Official Statistics in Development: Estimates of children with a parent in prison (2024))

- In 2023/24, 186 children and young people benefited from support from our Breaking Barriers service to cope with having a close family member in prison.
- Our Prisoner Family Services offered over 1,500 visit sessions, welcoming more than 60,000 visitors to keep families connected.
- 314 people on probation orders worked with our teams to build stronger connections with families and significant others.

Breaking Barriers



The children of prisoners often suffer the consequences of their relatives' actions through no fault of their own.

They can be stigmatised, bullied and confronted by their community, making them feel abandonment, loss and shame. Unable to regulate their emotions, some children lash out with disruptive behaviour. Others withdraw and bottle up their emotions. This can lead to antisocial behaviour, mental health problems, poor health and educational outcomes, future poverty and disadvantage.

Breaking Barriers works across the East of England providing one-to-one support for children and young people who are dealing with the imprisonment of a close family member. Children like Paige (not her real name)...

Paige's story

Paige was referred to Breaking Barriers by her school after being excluded due to angry outbursts.

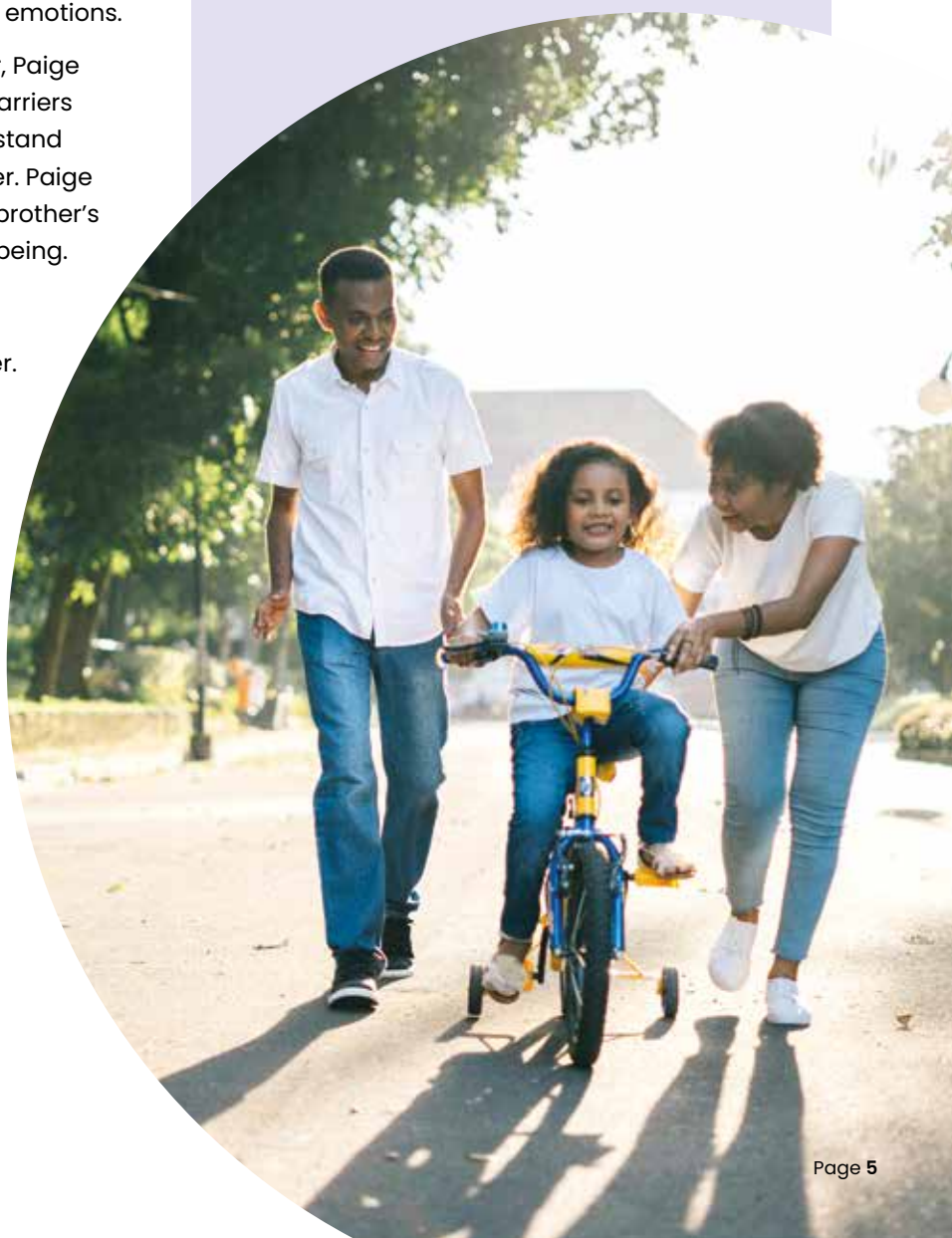
Her behaviour deteriorated following her brother's sentencing, which was publicised on social media. This led to bullying from other students and increased anger at her inability to control her brother's actions. The family dynamics changed as her brother's two children moved in, causing Paige to isolate herself and struggle to regulate her emotions.

After an initial assessment with her mother, Paige began meeting weekly with her Breaking Barriers practitioner at school. She aimed to understand her emotions and learn to control her anger. Paige identified specific emotions related to her brother's arrest and their impact on her mental wellbeing. She addressed her anxiety about constant reminders of her brother's actions and incidents at school that triggered her anger. Paige learned to remove herself from triggering environments to manage her emotions better.

Paige learned what support she needed to prevent emotional outbursts, such as regular contact with school staff and forewarning of potentially triggering activities. She developed strategies for managing her anger, including taking up boxing lessons, using a support hub, and speaking to a school counsellor. Paige became adept at describing her emotions, recognising triggers, and regulating her feelings. She outlined her future goals and showed commitment to achieving them.

Paige's mother said, *"When Paige's brother offended, she couldn't trust anyone at school. Now she is more open with emotions and expresses her feelings. She was able to be advocated for while maintaining confidentiality."*

Paige said, *"Thank you for always listening to me without judging me."*



Prisoners' Family Services

We run eight prison visitor centres across the East of England. We help families understand their visit and try to reassure children as well as providing special activities for families to enjoy together.



In 2023/24, we continued to develop the ways that Dylan, our friendly animated character, can support families affected by the imprisonment of a loved one. A new storybook and workbook were designed with children accessing our Breaking Barriers service, and distributed to schools, libraries, prison visit centres and police forces.

We also worked with young people and former prisoners to produce two videos; a 'walk through' of a typical prison visiting session, and a 'myth-busting' of some of the common misunderstandings young people report to us around prison, which can provoke so much distress.

One young person who had just watched this video said, ***"I have always wanted to visit my Dad but something stopped me. Now I feel more ready to go."***

Our Prison Visit Centre teams have been on hand for over 1,500 visit sessions this year to help families feel a little more at ease. Special visits give families the chance to maintain the bond with the parent in prison, reducing the impact on the children serving a hidden sentence.



MY DAD IS HOME!! I'm just taking this time to say thank you. Thank you so much for everything you have done for me and Caleb. We really appreciate it. I remember being so scared and anxious on my first visit. Everyone put me at ease, and I was able to cope and feel safe and like part of a family on every visit. You took Caleb's needs in your stride and always made us feel included and safe. We have so many fond memories with my dad from making cakes to playing connect four and chasing Caleb around the garden. Every visit has been amazing, especially family day. Thank you for taking the time to hold these events and provide activities. What you do really does change and save lives.'

Visitor, HMP Norwich

Probation Family Services

We help ex-offenders reconnect with their families and children and improve their understanding of how their behaviour impacts others.

Those we have worked with this year took the time to tell us about the difference it has made for them...



I feel like it's made me a better person. It has made me look at life in a more positive manner. You don't normally get the chance to think deeply about life but discussing the subjects we have during the 'Who Am I?' course it really has made me want to be a better person."



I am already managing my tone of voice and if I am going to say no to something I think about it more in future."



It has helped with my confidence and has pushed me to get things done and helped me manage my emotions."



It has opened my eyes and given me a new perspective on things in life. It has made me think about how other people might see me which I have thought about a lot lately. It has made me realise what my qualities and faults are. It has allowed me to look to the future and think about what I would like my future to look like."



Our work supporting mental health & wellbeing

We support young people and children who need support in looking after their mental health.

Why?

- Because 1 in 5 children in England experience mental health difficulties*.
- 50% of mental health problems are established by age 14**.
- Every 20 minutes, a child in the UK suffers the loss of a parent.

Poor mental health can affect children and young people's ability to make friends, enjoy learning, and maintain good physical health, so acting early is important to give them the best chance to grow into happy, healthy adults.

(*Source: NHS England (2023). Mental Health of Children and Young People in England 2023 – wave 4 follow up to the 2017 survey.

**Source: Kessler RC, Berglund P, Demler O, Jin R, Merikangas KR, Walters EE. (2005). Lifetime Prevalence and Age-of-Onset Distributions of DSM-IV Disorders in the National Comorbidity Survey Replication).

- In 2023/24, we offered nearly 5000 sessions of professional mental health support through our YOUUnited service.
- 136 bereaved children in Cambridgeshire accessed over 750 sessions of specialist counselling.
- Our Supporting Smiles team worked with 1122 children and young people in Norfolk & Waveney experiencing anxiety, low mood and other mental health concerns.

Stars

Childhood bereavement is not rare, but for families affected it is an exceptionally traumatic event. Stars supports children and young people in Cambridgeshire who are struggling due to the bereavement of a close family member.

Stars offers one-to-one, creative and talking therapies for children and young people to navigate their grief journey. Children like 8yr old Bella (not her real name), and her twin sister, Eva...

Bella's story

Bella was really sad after her grandpa's sudden death. Afraid to burden her family with her feelings, she didn't talk about her grief at home. Instead, she focused on caring for her twin sister, Eva, and became anxious about losing other family members, particularly worrying when away from her parents.

To help Bella, Stars offered seven counselling sessions, with parallel sessions for Eva. Bella was able to express her feelings through creative therapeutic activities, starting with painting and storytelling. In her first session, she created a "Feelings Page," using colours and emoji stickers to depict her emotions about her grandpa's death. She also decorated memory stones and engaged in therapeutic storytelling in subsequent sessions.

As counselling progressed, Bella explored her grief and anxiety, especially concerning holidays and family gatherings. Stars provided age-appropriate coping strategies, such as the "Invisible String" concept, helping Bella visualise her bond with loved ones even after their passing. She also learned grounding exercises and breathing techniques to manage her anxiety.

Bella's progress was notable throughout the sessions. She benefitted from activities like therapeutic sand play, creating symbolic representations of her emotions. These sessions gave Bella a safe space to explore and express her feelings, helping her cope with her grief and anxiety.

After the sessions, Bella felt much better. She could talk more openly about her grandpa and was less anxious when her parents weren't around. She also learned how to support friends when they were feeling down. Bella's parents were delighted to see her improvement and how she seemed more like her old self.

Bella said, *"If anyone has any worries they should talk to someone. It feels like you're not alone anymore... Thank you Katie for your help, I am feeling much better from talking to you."*

Her parents told us, *"Both of our daughters have benefited enormously from their time in this program... Many thanks to Katie and the whole team for such a creative, well-thought out process which has enabled our daughters to feel more like themselves again."*



Supporting Smiles

Supporting Smiles offers professional mental health and emotional wellbeing support to children and young people in Norfolk and Waveney.

Our support helps children, young people and their families to build strategies that they can use to address mental health concerns now and in the future.

“ I really appreciate everything you have done to help me and you've given me motivation to take my life back from OCD.”

Young person accessing Supporting Smiles

“ It has been a life changer. Things at home were becoming increasingly difficult and affecting the whole family. The tools my husband and I have been provided with have had a positive effect on all of us. I cannot thank you enough. Parent

The good thing is it taught me to conquer my emotions.’

Young person accessing Supporting Smiles

97%

of families felt that their views and worries were taken seriously

96%

of families felt listened to

95%

said the help they received from Ormiston Families was good

YOUUnited

YOUUnited uses therapies, counselling and guided self-help to support people in Cambridgeshire and Peterborough aged up to 25.

In 2023/24 the service supported 1,636 children and young people. One of them was 'Amy' (not her real name), whose life was being significantly affected by anxiety. Thankfully, our YOUUnited practitioner was able to offer just the support she needed:

Amy's story

Nine-year-old Amy was referred to YOUUnited by her school's Special Educational Needs Coordinator due to significant anxiety and worries about sickness. Her anxiety caused tummy aches and a fear of vomiting, leading to intense panic episodes. Amy avoided situations away from home, fearing illness without her parents' support, missing out on activities with friends.

YOUUnited provided Amy with eight sessions of support using a parent-led guided self-help manual for anxiety. The sessions focused on worry management, cognitive distortions, and coping strategies, including grounding, breathing, relaxation, and self-talk. Amy and her mother received practical tools to manage her anxiety, helping Amy understand and control it better.

Amy's mother noticed a substantial boost in Amy's confidence, enabling her to manage anxieties more effectively. Amy learned to manage panic attacks using the provided strategies and her progress was remarkable. She stayed in the same room as a family member who was unexpectedly sick and began planning to go on a school residential trip. Her mother felt better equipped to support Amy, thanks to the knowledge and tools gained from the sessions.



Amy's mum said, **“Kate was easy to talk to, helpful, and communication was good. I felt that Kate had experience which helped and made it easier. Everything was explained in easy terms to understand and forwarded onto Amy. Amy has been able to relate with the information given and made her own panic plan which has helped her. She has learnt loads, really improved in confidence, and has the thought processes that she knows will help her. It's been like a counselling session for myself too. It's been great to understand and see the benefits of everything we've learnt to help her.”**

Our practitioner Kate said, **“A lovely, unexpected impact was when Amy had a friend who was also struggling with their anxiety; she took it upon herself to share what she had learned, helped them make their own panic plan, and delivered it to their house along with a Wagon Wheel.”**



Our work supporting communities

We provide emotional, physical and social wellbeing services within the East of England's local communities.

Why?

Because approximately 1 in every 4 mothers who have had a child removed from their care by a court are at risk of return with future children. This risk rises to 1 in 3 for the youngest mothers*.

Women are often left unsupported to repeat the circumstances that led to the first child being removed, so our services help to address these issues, and promote healthy relationships to reduce the likelihood of repeat removals.

Over 1.6 million pupils in England have special educational needs, and this number has been rising since 2016.**

Families often face a battle for diagnosis, with no clear path for support and an overwhelming feeling of isolation.

- In 2023/24 our Mpower service worked with 120 parents who had at least one child removed into care to help deal with this loss and understand and address the issues behind the removals.
- 28 young women were supported by YouCanBe, with three quarters telling us that they felt more resilient as a result of their work with us, setting them in good stead for a brighter future.
- Our Stronger Together service benefitted 790 children with special educational needs and disabilities.

(*Source: Lancaster University (2017))

**Source: Special educational needs in England' National Statistics release (2024))

Stronger Together

Stronger Together helps families in Cambridgeshire who have children with additional needs or disabilities. It offers parent peer support groups as well as specialist sensory resources for families and childcare & education settings to borrow for the children in their care.

Following a comprehensive re-modelling our Stronger Together service has grown in strength this year. A swathe of staff and volunteers with lived experience of children with SEND have enabled new pop-up library locations and parent-groups to take shape, offering greater accessibility to the remote communities that it serves.



The group has really helped my confidence. When I first went in, I didn't want to talk to anyone. I've met some lovely people through it who I now consider to be really good friends. I have found out information through the group with regards to benefits or different things in the system to help with diagnosis and EHCPs. It's nice to have somewhere to go where other people understand what it is like.'

Stronger Together
service user

Mpower

We support women who have had one or more children removed from their care across Norfolk, Suffolk and Fenland. We help them understand the reasons for the removal and build a network of support around them. In 2023/24, we offered nearly 2,000 sessions of support.

One of the women accessing this support was 'Charley' (not her real name). Having developed negative views of support services over the years, our practitioner sought to rebuild some trust.

Charley's story

Charley and her partner, James, had three children removed from their care between 2003 and 2006. When Charley became pregnant again, they fled to Ireland, where they retained custody of their baby and had five more children. After returning to East Anglia, a social worker became involved following an incident between two children, leading to a Child in Need plan. Due to the couple's anxiety and mistrust of professionals getting in the way of progress, Charley's social worker referred her to Mpower.

Charley received one-on-one sessions with her Mpower practitioner, providing a safe space to express concerns about social care. She discussed her anxieties, gained a better understanding of professionals' roles, and reflected on her past experiences with her eldest children. Despite initial positive progress, Charley and James separated, and Charley faced potential homelessness. Concerns for the children led to an escalation to Child Protection. Mpower remained involved as the risk of care proceedings was imminent, however the children were able to stay with their parents in separate homes. Charley made significant strides, reflecting on needed changes, exploring her feelings about relationships, and securing letterbox contact with one of her older daughters after years of no communication.

Initially guarded, Charley's perspective shifted as she engaged with Mpower. She developed a deeper understanding of the concerns held by professionals, secured stable housing, and stabilised her finances. Relationships with her younger children improved, and she successfully initiated contact with her older daughter. Charley built a supportive network of friends and focused on personal growth. The children became more settled in school with fewer negative behaviours.

Charley praised her Mpower practitioner, for her support and different perspectives, ***"My practitioner has been amazing and has helped me so much. She always listens to me have a moan but helps me to see things in different ways."***

Reflecting on Charley's journey, her practitioner noted her growth in confidence and ability to look to the future. ***"It has been a pleasure to support Charley and witness the changes she's been able to make. When we first met, she was surviving day to day. She has been able to reflect on her own actions, learn from them, and now presents as so much more confident in herself and able to look to the future."***

Our strategic successes

Last year we set some specific aims to support our three-year strategy, and we are pleased to have made some good progress:

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.

Last year saw us consolidate the development of our commissioned Mpower service in Norfolk, as well as realising our ambition to expand the service into Peterborough.

The Peterborough Mpower service was quick to forge strong partnerships with local midwifery and mental health services, with a subsequent focus on establishing and promoting referral pathways from Children's Services, which account for 60% of Mpower referrals in other areas.

Our success at having the Mpower service commissioned in Norfolk, and the experience of collaborating with commissioners there on identifying priorities and effectively embedding provision within the wider Public Health and local authority landscape, has enabled us to refine our delivery model and develop outcomes evidence and materials to promote the service to commissioners in other areas.

Expanding and developing our work and impact in the lives of teenagers.

The challenging funding environment we experienced in 2023/24 contributed in part to the decision to close our YouCanBe service, which had supported vulnerable young women at risk of pregnancy and subsequent care proceedings. The decision also reflected one of the inevitable risks of piloting innovative and brave ways of working, in that the anticipated sustainability of such services, despite documented impact, is not always realised. In the case of YouCanBe, we endeavoured to manage a difficult situation for the young women we worked with and employees alike with sensitivity and compassion, re-deploying staff where possible and ensuring that the young women using the service were supported to end their time with us as safely and well as possible under the circumstances.

In addition, we were able to use our learning and feedback from the young women to inform and influence future commissioning activity in one of the local authority areas where YouCanBe had previously operated.

Strengthening our clinical mental health expertise to underpin all our mental health and emotional wellbeing provision.

The newly created Assistant Director (Mental Health) role came into its own last year, working with colleagues in our Supporting Smiles, YOUnited and Stars services to develop and maintain high-quality, clinically safe and effective mental health support for children and young people.

This was achieved in large part through the creation of dedicated quality improvement initiatives to better evidence service-user outcomes and set standards for effective management of therapeutic caseloads and activity levels. Sharing expertise and best practice in these areas across all three of our mental health services provided a welcome opportunity for staff to interact and share their knowledge, skills and experience, as well as helping to embed strong and consistent clinical practice across our mental health services.

Retaining and building on our current mental health contracts in Norfolk.

Our ability to evidence incremental improvements in clinical quality and governance and the positive impact this had on outcomes for the young people we work with, was instrumental to us being re-awarded two out of three mental health contracts in Norfolk & Waveney, when they were tendered last year.

Unfortunately, we were not successful in retaining our contract to run the Link service, which provided training and advice for professionals supporting young peoples' mental health. The Link service was subsumed into a larger TALK Centre (Training, Applied Learning & Knowledge) contract to be delivered by another voluntary sector provider, with whom we retain close working relations as part of the wider Norfolk & Waveney Mental Health Alliance. During this transitional period our focus has been on collaborating to support a smooth and seamless transfer for our staff and professionals using the service.

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.

Stronger Together has for many years provided an invaluable service to address the social and geographical isolation experienced by many parents of children with special educational needs and disabilities, particularly in remote rural areas with limited infrastructure. Despite the unquestionable demand from families for this service, and its resonance with the core aims and objectives of the organisation, the ongoing challenge to secure sustainable funding led to it being on the brink of closure in 2022/23.

Thanks to a generous and timely donation from the Ormiston Trust, we were able to keep the service open last year, whilst undertaking a strategic review and re-configuration of our service model.



What you have done has been brilliant. I'm very, very grateful. I didn't realise how negative his whole view of prisons was. You have helped me to realise that view was making him more anxious. We speak openly to normalise prison now.'

Parent of a child supported by Breaking Barriers

Being selected as a Charity of the Year finalist at the Children and Young People Now awards.

It was a privilege to attend the Children & Young People Now Annual Awards ceremony last year, as national finalists in two categories, and to witness the excitement and pride on the faces of our Breaking Barriers team when it was announced that they had overcome countrywide competition to win the prestigious Early Intervention Award.

As well as providing positive affirmation and helping to instil further professional confidence in the colleagues who undertake this challenging and emotionally demanding work with young people impacted by familial imprisonment, the award also gave credence to our stated aspiration to be leaders in early intervention approaches.

A further outcome of this award was the recognition and profile it afforded, leading to an invitation to pilot an innovative police force scheme aimed at mitigating the worst impact on children who experience the imprisonment of a close family member. Operation Paramount embodies some of the best principles of early intervention and trauma awareness, signposting services like Breaking Barriers to affected families at the time of arrest. Plans for Ormiston Families' involvement in this initiative are currently at an advanced stage with two police forces in the region.

Future Plans

In our strategic plan for 2022–2025, we identified six priority areas for development. As we entered the second year in 2023, we defined the service 'enhanced quality and reach' priority into the following overarching themes to apply across all our services over the two-year period from April 2023 to March 2025:

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

Enhance the quality and scope of our services

Having established and grown several services in recent years, we recognise the need to invest more to improve and maintain the quality of our work in all areas and to ensure that those families, geographically distanced from a service, are able to access support.

We will do this by:

- Reviewing and developing our practice, policies and processes across our services, including:
 - Using a Ladder of Co-production as a strategy to engage the voice of all our stakeholders and value everyone's contribution
 - Making more use of trauma-informed practice and techniques/tools to build resilience
 - Enhancing our safeguarding and data protection practice
 - Making better use of our performance monitoring and impact management within our continuous improvement processes.
- Rolling out our services across the East of England so that more families can access our complete offer.

Our objectives for 2024/25:

Achieving 2024/25 budget targets; ensuring we end the financial year with a free reserve position within our reserves policy window of between £700k and £1,100k.

Mobilising and embedding both our recently awarded mental health services in Norfolk; 4-13 years Therapeutic Pathway and the Cognitive Behavioural Therapy (CBT) Informed Therapeutic Pathway.

Our Norfolk Mpower service becoming an accredited Trauma Informed Practice provider and promoting the success of this commissioned service to engage local authorities in discussions to develop similar contracts in their areas.

Securing commissioned income for our other charitably funded services.

Building on the successful funding achieved for Stronger Together in Cambridgeshire last year; by increasing the number of SEND groups and sessions we are able to facilitate in this area and new counties.

Developing our IT systems to:

- maintain our Cyber Essential accreditation;
- improve the services we offer to the children, young people, and adults we are working with – e.g. automated session booking applications;
- further improve our administration of employee personnel processes;
- support the implementation of our new grant giving department.

Hiving up the Ormiston Families Enterprises limited company into Ormiston Families so the Play Out Nursery can be embedded within the charity.

Registering Ormiston Families as a Real Living Wage employer.

Reducing our organisational energy and travel carbon emissions per employee (FTE) by at least 5% over the course of 2024/25.

Upgrading our website to make it easier for stakeholders to locate the information they desire; making a referral, applying for jobs, making a donation, signing up for an event.

Continuing to grow our corporate donor giving base to secure regular donations from partner companies.

Creating new sustainable commercial products/services, that are in keeping with our overall vision and skill set, to generate unrestricted funds to support our other charitable activities.

Our people

Our employees and volunteers, strongly supported by the trustees, are the cornerstone of our success and the driving force behind our innovation and growth. As we reflect on the past year, it becomes evident that the dedication, talent, and collaborative spirit of our team have been instrumental in achieving our strategic goals and delivering exceptional support to our service users.

Their unwavering commitment to excellence and their ability to adapt in a challenging environment have not only fuelled our progress but also fostered a culture of resilience and continuous improvement. We are immensely proud of our people and recognise that their contributions are the bedrock upon which our future achievements will be built.

At our organisation, we prioritise the mental health and wellbeing of our staff, recognising it as fundamental to fostering a supportive and productive work environment and achieving the best outcomes for the people we work with. This year, we trained eight dedicated mental health first aiders to offer immediate support to colleagues, ensuring that help is always at hand. Additionally, we provide individual support sessions with an independent practitioner and offer unlimited counselling sessions through our Employee Assistance Program (EAP). Our commitment to staff wellbeing is reflected in the results of our annual employee survey conducted by Birdsong, which showed significant improvements: 13 questions scored better compared to the previous survey, 25 remained the same, and only 5 showed a decline. Moreover, when benchmarked against 28,000 individuals working for UK charities, we outperformed in 16 questions, matched in 25, and were slightly below in just 2. These outcomes evidence our ongoing efforts to create a work environment that reflects our collaborative, compassionate and effective values.

Our volunteers are the heartbeat of our organisation, bringing passion, dedication, and a diverse array of skills that are invaluable. This year, we are proud to announce that we have been reaccredited with the prestigious Investors in Volunteers status, a testament to our ongoing commitment to excellence in volunteer management and support. This reaccreditation reflects our continuous efforts to create a nurturing and rewarding environment for our volunteers, ensuring they feel valued and empowered in their roles. Their contributions not only enhance our capacity to serve our community but also enrich the collaborative spirit that defines our organisation. We are deeply grateful for the time, energy, and enthusiasm our volunteers bring, and this reaccreditation underscores the pivotal role they play in our success.

Over the past year, Ormiston Families has made significant progress in our Learning and Development initiatives, reflecting our commitment to upskilling, supporting and developing our employees. Our colleagues participated in a variety of training courses and workshops to enhance their skills and knowledge. We embedded our eLearning system, ensuring all our employees complete and renew mandatory training for their roles. This system has been excellent in providing flexible learning opportunities for our staff, we use over 60 courses and have completed over 2,200 hours of Continuous Professional Development. Additionally, 28 managers took part in the Skilled Managers Programme equipping them with skills to manage and support their teams. We also invested in Emergency First Aid Training; we now have 81 employees trained in this vital skill. Safeguarding has also been a key focus of training this year as we launched the competency framework which has seen more colleagues attend training and build networks within their local area and train in risk management including 26 employees trained on the DICES framework. Other training initiatives have included 'Understanding Autism', 'Safer Recruitment', 'Orientation Induction Sessions' and the introduction of a successful informal method of training using Teams to deliver internal webinars on People XD (our new HR Information System), Finance and Employee Benefits. Through these efforts, we have demonstrated our commitment to a culture of continuous improvement, learning and professional development and cemented Learning & Development as a key area of growth going forward.

I really wish Ormiston Families the very best for the future."

Former Ormiston Families employee

I've worked with a number of third sector organisations over the past 18 years and by a country mile Ormiston Families leads the pack, it has been a real honour to be able to work for yourselves and I'm just extremely thankful I had the opportunity to do so."

“ This role has been emotionally very challenging at times – we often speak to families and young people when things feel at their worst, we listen to their stories, take on their heightened emotions, empathise and give advice where we can, and have the unpleasant responsibility of making them aware the further wait they are going to have for intervention, and this happens several times a day, week in and week out without us being able to see the positive difference that the intervention team get to make and experience.

We do get positive feedback of course, and that is relished and celebrated as a team, however the very nature of meeting people at the start of their journey before they've received the support they need means it's not a daily occurrence.

The single most important factor that makes the above manageable is the incredible team I've had the absolute pleasure and pride to work with. E is an incredible manager (truly brilliant), and the staff are some of the most kind and caring individuals I've come across. The feeling of solidarity, friendship, utter professionalism, and the group desire to do what they can to make the lives of the young people we support a little better isn't something I've come across before to such a high degree. I will be very sad to leave this team and I doubt I will find another like it – they are a credit of the highest order to yourself and Ormiston Families.”

Ormiston Families employee

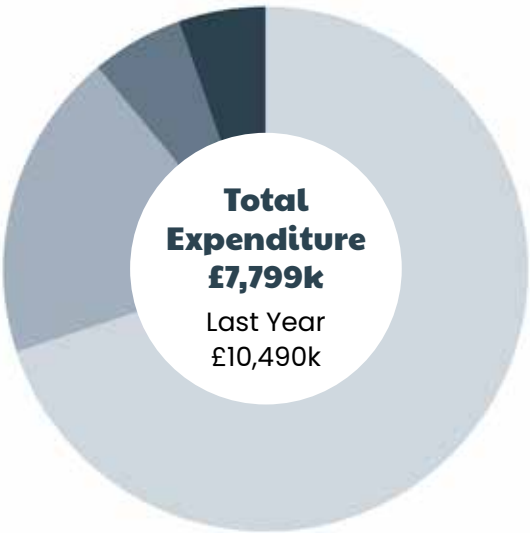
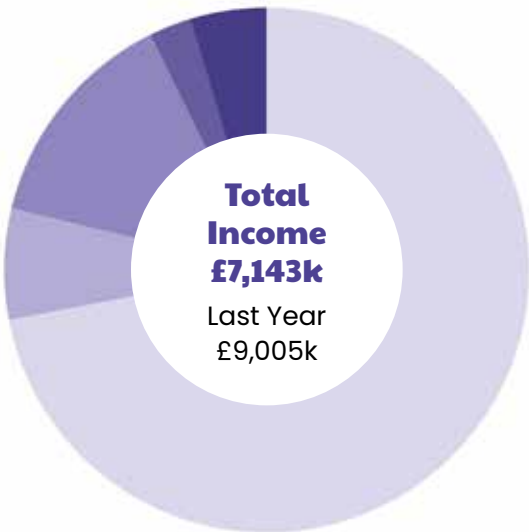
Financials

Income

- Government funding
- Trading
- Trust and other grants
- Fees and other income
- Donations and events

£'000

£5,140
£489
£993
£186
£335



Expenditure

- Services supporting families
- Services for those affected by the justice system
- Trading
- Raising grants and other income

£'000

£5,404
£1,517
£452
£426

In 2023/24, we raised £7,143k to continue our work supporting families in the East of England. We spent £7,799k on our work to make sure our doors stayed open for people who needed support.

In total, this money helped us to work directly with 5,129 families through 21,774 sessions of support. In addition, we welcomed 66,279 prison visitors at over 1500 visit sessions.



I have learnt how to deal with situations better but also you have given me understanding of what my emotions do to me, how I can see them coming and what to do in a crisis. I have always felt better leaving sessions after a game of Uno.”

Breaking Barriers
service user

Financial review

2023/24 has been a successful year restoring our free reserves levels from the planned disposal of our head office which was no longer required following the introduction of our agile working policy. Our free reserves are now at the upper end of our policy range. Securing funding for services remained challenging with philanthropic income generation continuing to feel the impacts of the pandemic, particularly within restricted trust funding.

Our overall deficit reduced to £656k (2022/23 – deficit £1,485k). Net expenditure of previously received restricted funding is £685k (2022/23 – £1,014k) of this deficit leaving a significantly reduced and improved unrestricted funds deficit of £130k (2022/23 – £471k) drawing upon free reserves for the year. This enabled us to maintain planned services and support capacity, prioritising our beneficiaries as long as possible whilst we were awaiting the outcome of major funding bids and contract tender decisions. However, we still had to take some service capacity reduction and restructuring decisions in the last quarter of the year as we reviewed the sustainability of our budget plans and likely levels of funding available.

Total income of £7,143k (2022/23 – £9,005k) reduced primarily due to the transfer out to an NHS provider of a Norfolk Mental Health Support Team service (MHST), this also reflects in the reduction in restricted funding for services of £2,724k during the year to £1,982k (2022/23 – £4,706k).

Government funding for other contracted services increased partially compensating for the MHST impact, resulting in government income of £5,140k compared to £6,674k in 2022/23. Restricted trust grant income for our services reduced by £143k (2022/23 – £182k reduction) to £362k (2022/23 – £505k) excluding funding from the Ormiston Trust reflecting the increasing challenges and competition for funds with this income stream. Ormiston Trust funding for services of £151k (2022/23 – £297k) also reduced reflecting the completion of projects such as the #wewill programme. This was in addition to maintaining their unrestricted grant at £400k for the year and supporting our working capital while we disposed of our freehold property, which helped us continue our support to some of our beneficiaries longer than we may otherwise have been able to do.

Total voluntary income increased by 49% to £743k (2022/23 – £499k), this reflects successes achieved in corporate partnership and unrestricted trust grant income following our previous investment in income generation capacity. Legacy income was nil during the year (2022/23 – £16k) and no new legacy notifications were received during the year (2022/23 – nil).

Following the necessary decision to close the majority of our nursery settings during the second half of the previous year due to the business model becoming unsustainable our income from nursery activities reduced to £489k from £863k in 2022/23. However, this enabled our nursery trading subsidiaries to generate a profit of £37k compared to a loss of £283k in 2022/23 before management charges, internal rent and tax. This shows the turnaround achieved and underlying strength of our remaining nursery setting. 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. Blois Meadow Day Nursery Limited has been dissolved in June 2024, the dormant subsidiary companies forming part of the original nursery trading plan have also been dissolved in June and July 2024, please see note 14 for more detail. Ormiston Families Enterprises Limited will be dissolved during 2024/25 following completion of the hive up. At the year end, Ormiston Families Enterprises Limited held net liabilities of £20k (2022/23 – £185k net liabilities). The charity was owed £nil (2022/23 – £120k which represents funding provided for an orderly restructure in the best interests of the parent charity's reputation).

Within the net reduction in funds for the year of £656k (2022/23 – £1,485k) unrestricted funds reduced by £130k (2022/23 – £471k) reflecting our management of the use of free reserves to support our charitable services while awaiting the completion of the sale of our freehold property and the organisational changes from the service changes and restructuring our nurseries. Restricted funds reduced by £526k (2022/23 – £1,014k) reflecting the reduced expenditure timing difference from the receipt of additional restricted fund income carried forward from previous years for expenditure within our charitable services.

The Board of Trustees plans to continue our regionalised service strategy for our remaining services and will carry out a major 3 year strategic review during 2024/25 prioritising support for the current needs of our beneficiaries with budgeted deficits for 2024/25 of £180k and £90k for 2025/26. The additional free reserves generated from completing the sale the freehold property in Ipswich during 2023/24 will ensure sufficient free reserves to sustain the charity whilst developing increased diversified long-term income 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 for 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, while ensuring sustainable delivery of services to our beneficiaries. This acknowledges the current external environment and risks arising from cuts in statutory contract funding and the spread of funding received across a range of services and geographical areas.

The Board of Trustees have carried out a 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 2024, the charitable group balance sheet remained resilient, holding funds of £2,557k (2023 – £3,213k) of which £493k (2023 – £987k) is represented by fixed assets and investments. Unrestricted funds are £1,668k (2023 – £1,798k) with £553k (2023 – £987k) funding fixed assets and approved fixed asset investments, leaving unrestricted free reserves as of 31 March 2024 of £1,115k (2023 – £811k). Following the increase from our property disposal, this is slightly in excess of the higher end of the free reserves policy levels. With plans for controlled deficits utilising a total of £270k of these free reserves in place during 2024/25 and 2025/26 to support our beneficiaries before returning to breakeven or a small surplus, this free reserves level is thought to give sufficient resilience to the charity to keep within policy levels for the foreseeable future.

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 movement in restricted funds during the year. Restricted funds held at 31 March 2024 were £889k (2023– £1,415k) reflecting the net expenditure of previously received funds during 2023/24.

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 and does not expose them to excessive risk.

As well as bank balances and low volatility money market funds, 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 and funding climate. This has included assessing cashflows, risks of loss of contracts, strength of liquidity, disposal opportunities for surplus property and the confidence of our future potential debt capacity if required. In parallel the Charity continually reassesses its operations, business plans and performance facilitating swift action to be taken in response to any unexpected scenarios should they arise.

Having reviewed the key risks facing Ormiston Families, as well as the cash flow forecast model and the expected level of reserves, for a period of at least 12 months from the date of approval of these financial statements, the Board of Trustees consider there are sufficient reserves held on 31 March 2024 to manage those risks and achieve the business plans. The Board of Trustees believe that Ormiston Families has adequate resources to fund its activities for the foreseeable future. Accordingly, the Board of Trustees is 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 board, 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:



Risk	Mitigation
Personnel loss	Remuneration policies reviewed alongside sector benchmarks in 2023 and salary increases implemented in January 2024 with all salaries brought up to lower quartile levels as a minimum in line with our pay policy. Overall, this resulted in a 5% payroll uplift across the organisation. We also increased the lower salary rates for our Ormiston Families Enterprises Limited Play Out nursery, to ensure all their staff were equal or above the Real Living Wage. Our agile working policy, (implemented in 2022) continues to be valued by staff. We are maintaining our mental health and wellbeing support for staff and have supplemented this with a new Employee Assistance Programme which provides greater support to staff and their families, including access to a 24hr online GP appointment service. Staff appraisals conducted and individual & organisational development plans agreed. Trustee annual reviews undertaken, and three new Trustees appointed in line with succession plans. Employee forum engaged in reviewing and informing policies.
Financial mismanagement	Financial systems and processes reviewed by trustees and external audits. The Board reviewed our audit arrangements and appointed new auditors for 2024. Finance team training maintained to ensure awareness of fraud risks & common scams. Finance team implemented a new programme of regular monthly lunchtime training sessions for managers and other staff to increase understanding of financial processes such as income and expenditure coding, recording employee expenses, etc. Robust budgeting monitoring processes maintained.
Reputational loss	Quality standards maintained with routine observations and audits. All services undergoing a quarterly 'support and challenge' discussion to review performance and ensure a process of continuous improvement. Implementation of policies by service leads and senior leadership team. Safeguarding and data protection training provided for all staff. DBS checks undertaken on appointment and routinely sampled thereafter. GDPR specialist consultants appointed to advise on all data protection matters. Head of Communications and Engagement role to oversee public relations.
Loss of Ormiston Trust funding and support	Informal and formal dialogue maintained with Ormiston Trust with the CEO engaging with the Ormiston Trust Board on a regular basis. Ormiston Trust's continued presence on the Board of Trustees. Three-year project funding plan agreed with Ormiston Trust.
Loss of major contract	Regular performance monitoring undertaken by managers and senior leadership. Key performance indicators monitored by senior leadership. Significant concerns reported quarterly to the Board of Trustees. Regular dialogue, reporting and review, maintained with commissioners and delivery partner organisations at local and senior levels. Establishing complementary service contracts/grants that work alongside major contracts There are no major contracts (over £500k per annum) due for renewal in 2024/25.
Loss of infrastructural assets	Disaster recovery plans in place. Insurance cover reviewed and updated. Security of premises and fire protection reviewed. Archived service user records held centrally in secure, fire-proof room. Secure offsite hosting of IT infrastructure and data records. Automated data back-up procedures in place. New HR management information system (PeopleXD) implemented October 2023. Data protection training and testing, supported with the appointment of an external GDPR specialist consultancy. Information governance processes in place and regularly reviewed. Cyber security processes reviewed regularly, and Cyber Essential accreditation award renewed in 2024. Ready access to specialist professional advice and support maintained.
Adverse economic climate	Reduced non-contracted service expenditure for 2024/25. Reduced central office payroll expenditure. Reduced 2024/25 budget implemented with non-payroll related inflation factored in at 5% and trust income target maintained at previous levels. Established COIF account to create an additional income stream while interest rates high. Asset rich balance sheet maintained to facilitate borrowing if required. Maintained market awareness through trustees and SLT. Considering strategic alliances/partnerships to increase unrestricted income and share or reduce risk.

Structure, governance and management

Constitution

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

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

Method of appointment or election of trustees

The Board of Trustees is legally responsible for the governance and management of the charity. The Standing Orders set out the framework for the structure and processes of the Board. The Board of Trustees consists of not less than three trustees. There have been three resignations and no new trustee appointments since the previous year end with one additional resignation and 3 new trustee appointments 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 2023/24 the Board of Trustees have continued their trustee review processes and board and committee self-assessment processes. The Governance Committee has also continued to ensure a high correlation of our structure and processes with the Charity Commission's Charity Governance Code and best practice following the independent review commissioned in the previous year. 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 Embracing Continuous Improvement in Mental Health, Impact Insight and Service User Involvement and Trauma Informed Practice in addition to safeguarding 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.
- 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 two additional meetings were held to discuss funding levels, operational and budget plans and to review a significant

draft legal agreement. Average trustee attendance at board meetings was 80% during the year ended 31 March 2024 (2023 – 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 45.

The Board of Trustees has four committees, with terms of reference, whose members during the year to 31 March 2024 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 four times during the year ended 31 March 2024.

Members: Hannah Catchpool (chair until December 2023), Stephen West (chair from December 2023), Stephen Bennett (until September 2023), Jessica Godfrey-Withey, Marlini Finney (until May 2024) and Catherine McLaughlin (from February 2024).

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 four times during the year ended 31 March 2024.

Members: Gail Tolley (chair until October 2023), Jessica Godfrey-Withey (chair from November 2023), Hannah Catchpool (until December 2023), Miranda Kendall, Catherine McLaughlin, Rebecca Wood and Marlini Finney (until May 2024).

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

Integrated Income Generation and Communication 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 four times during the year ended 31 March 2024.

Members: Miranda Kendall (chair), Peter Murray, Rosie Gutteridge (until December 2023), Diana Murray and Rebecca Wood.

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

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

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

The remuneration committee was not required to meet during the year ended 31 March 2024, and 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 Integrated Income Generation and Communication 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 approach to income generation

Our approach to raising funds continues to be based on building long term relationships and partnerships with those who support our work across the East of England. Our commitment to high standards of fundraising remains with no complaints received once again in this financial year.

Despite the ongoing economic challenges, in 2023/24 we saw a pleasing growth in support from corporate partners.

A collaborative approach to bidding for statutory funding, resulted in the organisation winning a further 5 years of funding for our Child and Adolescent Mental Health services in Norfolk and Waveney and we continue to seek new opportunities with commissioning teams across the East of England.

Our small fundraising team is supported by our impact and insights and communications teams who work collaboratively across the organisation to ensure our fundraising is evidence based and delivers our strategic objectives.

Corporate partnerships

Our corporate partnerships are based on mutual benefit and shared values, assisting our partners to achieve social impact and understand their reach in the communities they serve. This approach has led to a number of key partnerships being renewed, including:-

Seven Resourcing and Sanctuary Personnel

Our partnership with these national social care recruitment agencies continued into its second year, raising over £20,000. We saw staff from both agencies taking part in a range of activities including raffles, bingo and pool tournaments as well as challenges such as skydives and other outdoor challenge events.

The strength of these partnerships has enabled us to secure a further year of support in 2024/25, increasing their target to raising c. £30 000 for Ormiston Families and offering bespoke career skills and knowledge to students at Ormiston Academies Trust schools.

Provide Community

In addition to donations of £141,000 our new major partner held their annual golf day in aid of Ormiston Families raising over £13,000. We look forward to developing this relationship even further in 2024/25.

East of England Co-Op

Our three-year partnership with the East of England Co-Op continues to grow. This year they awarded funding so that we could offer prisoners the opportunity to record audio books for their children as part of the Storybook Dads initiative.

Accugrit

Accugrit have also supported us for a third consecutive year in which they volunteered to provide two days of gardening and site maintenance at our head office and their office manager took part in the London Marathon raising over £2,000.

Tesco – Stronger Starts

We were delighted to receive further funding from Tesco Stronger Starts in 23/24 with a donation of nearly £3,000 towards our Breaking Barriers service.

We are also grateful for the continued support of Andrew Thompson and Associates, Poundgates Insurance, our newest partner Be Seasoned and many more who support us through gifts in kind, taking part in our fundraising events and being advocates of our work.

Trusts and Foundations

In recent years, our trusts and foundations team have built a strong pipeline of funders, many of whom have been able to offer repeat funding for our services.

Funding from trusts and foundations continues to be the bedrock of our charitable services. However, we know we cannot rely solely on this funding source and continue to look at developing other income streams to secure the long-term future of vital services.

This year we received multiyear household support funding from Glasspool Charitable Trusts Flexible Frontline Fund and from the Suffolk Community Foundation enabling us to identify and award grants to individuals and families in crisis.

We have seen a large increase in unrestricted funding from trusts and foundations which has been so valuable enabling us to use this funding where and when it is most needed.

Impact and Insight

Our impact and insights team work alongside the fundraising 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.

Using data analysis, we are able to identify areas of operational strength to highlight and identify gaps and opportunities to grow and develop our work. Applying this same logic to our fundraising efforts, we are beginning to understand how best to apply our limited resource for the best chance of fundraising success. Applying a quality lens to our fundraising activity, we are constantly developing our approach, reviewing our impact assets and ensuring we can communicate the value of what we do to maximise investment.

Events and challenges

Fourteen brave souls took part in our annual sky dive fundraiser and five runners undertook the challenge of the London Marathon.

Our annual lecture at Cambridge University was delivered by the Rev Jonathan Aitken, who was joined by the Governor of Pentonville Prison, Ian Blakeman and Custody Manager Neil Fraser. Their powerful lecture focussed on the difference their groundbreaking approach to neurodiversity has made to the lives of prisoners.

The importance of good communication

Last year, we appointed a Head of Communications and Engagement whose achievements include a well-received campaign to raise awareness for our Stronger Together service. The campaign ran over the Christmas period raising valuable funds and increased referrals to this service supporting parents who have children with additional needs. This campaign has given us a springboard to raising long term funds to grow the number of groups and sessions we are able to facilitate.

In addition, the post has contributed to doubling our social media audience, meaning more opportunities to raise awareness of our work, events and successes.

We believe that good external and internal communication strengthens our ability to raise valuable funds and to build strong awareness and understanding of the importance of our work.

We can't do this alone

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.



Our commitment to the environment

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

Policy Principles:

- All Ormiston Families staff and volunteers are encouraged to take personal responsibility for considering the environmental impact of all their activities, practices, and procedures.
- We are proactive in minimising our production of waste by reusing or recycling materials.
- 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 2022/23 we reported our average carbon emissions per employee (arising from property energy consumption and staff mileage) as 682 kg of CO₂ per full time equivalent (FTE) employee and set a target to reduce this by 5%. Our actual CO₂ per FTE emissions for 2023/24 was 679 kg. However, this reflects an overall decrease in the number employees (down by 59 FTE) resulting primarily from the loss of the Mental Health Support Teams (MHST) contract which was transferred out at the beginning of the financial year.

Looking at our gross carbon footprint, we successfully reduced our impact from 146 tonnes to 106.5 tonnes – an improvement of 27%. This was largely achieved by our earlier decision to use a broker to combine all our electricity supply needs into one certified green contract. In addition, we reduced our central office space with the sale of the Drift, replacing this with a much smaller hot desk arrangement at 333 Felixstowe Road.



In 2021/22 we introduced an 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.

In 2023/24 we introduced 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. This implementation of this form has helped to raise staff awareness (it highlights their personal CO₂ contribution) and made it easier for us to more accurately record this data.

Our Environmental Working Group continues to provide valuable insights and champion our aims. Four members of the group undertook training to achieve the Carbon Literacy Certificate in 2023.

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 2024/25

- Reduce the average carbon emissions per employee arising from our energy consumption and staff travel by 5% this year – Currently 679 kg of CO₂ per FTE employee per annum.
- Continue to promote and embed a cultural aspiration to minimise our environmental impact across the organisation.
- At least three members of our Environmental Working Group to complete the Groundwork Carbon Literacy course.
- Introduce a carbon offset scheme.
- Monitor and report on our progress throughout the year.
- Prepare an action plan for 2025/26.

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 funders are Norfolk and Waveney Integrated Care Board, Cambridgeshire and Peterborough Integrated Care Board, His Majesty's Prison and Probation Service, Norfolk County Council and Ormiston Trust. These funders provide a variety of both unrestricted grants, contract income and restricted funding.

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



The trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit and believe that the benefit to members of the public described in the achievements and performance within this report demonstrates the public benefit delivered by Ormiston Families.

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.

Auditor

Price Bailey resigned as auditor in February 2024 and the Board approved the appointment of SB Audit LLP to fill the vacancy. On 28 March 2024, SB Audit LLP merged with Sumer Auditco Limited and their audit registration ceased with effect from that date. Therefore, the Company is audited by Sumer Auditco Limited, United Kingdom in 2024. In accordance with Section 485 of the Companies Act 2006, the auditor has been appointed for the financial year 2024 for the first time.

The auditor, Sumer Auditco Limited, will be proposed for reappointment in accordance with Section 485 of the Companies Act 2006.

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 is 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 6th September 2024 and signed on their behalf by:



Gail Tolley, Chair

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ORMISTON FAMILIES FOR THE YEAR END 31 MARCH 2024

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 2024 which comprise the Consolidated Statement of Financial Activities, the Group and Company Balance Sheet, the Consolidated Statement of Cash Flows 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 2024, 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.

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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ORMISTON FAMILIES FOR THE YEAR END 31 MARCH 2024 (continued)

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.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

- We reviewed systems and procedures to identify potential areas of management override risk. In particular, we agreed the financial statements to underlying records and we carried out testing of journal entries and other adjustments for appropriateness.

- We reviewed accounting policies for evidence of management bias and ensured that the accounting policies were correctly applied to the financial statements.
- We reviewed minutes of Trustee Board meetings and agreed the financial statement disclosures to underlying supporting documentation.
- We have made enquiries of management and officers of the parent charitable company regarding laws and regulations applicable to the organisation.
- We reviewed the risk management processes and procedures in place including a review of the Board assurance reporting.
- We have reviewed any correspondence with the Charity Commission and reviewed the procedures in place for the reporting of incidents to the Trustee Board including serious incident reporting of any such matters if necessary.

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

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

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.



John Perry (Senior Statutory Auditor)

For and on behalf of
SUMER AUDITCO LTD
Fitzroy House, Crown Street, Ipswich, Suffolk IP1 3LG

Date: 20th September 2024

Ormiston Families

Consolidated Statement of Financial Activities (incorporating Income and Expenditure Account for the year ended 31 March 2024)

		Unrestricted Funds	2024 Restricted Funds	Total	Unrestricted Funds	2023 Restricted Funds	Total
Notes	£000	£000	£000	£000	£000	£000	£000
Income from:							
Donations and Legacies	2	739	4	743	467	32	499
Charitable activities	3						
Families		2,730	1,764	4,494	1,887	4,427	6,314
Justice		1,020	214	1,234	1,041	247	1,288
Charitable activities sub total		3,750	1,978	5,728	2,928	4,674	7,602
Other trading activities	4	515	-	515	889	-	889
Investments	6	94	-	94	13	-	13
Other income	6	63	-	63	2	-	2
Total		5,161	1,982	7,143	4,299	4,706	9,005
Expenditure on:							
Raising funds	7,8	878	-	878	1,459	226	1,685
Charitable activities	7,8						
Families		3,109	2,295	5,404	2,109	5,393	7,502
Justice		1,304	213	1,517	965	338	1,303
Charitable activities sub total		4,413	2,508	6,921	3,074	5,731	8,805
Total		5,291	2,508	7,799	4,533	5,957	10,490
Net (expenditure)/income for the year		(130)	(526)	(656)	(234)	(1,251)	(1,485)
Transfers between funds	19	-	-	-	(237)	237	-
Net movement in funds		(130)	(526)	(656)	(471)	(1,014)	(1,485)
Reconciliation of funds							
Total funds brought forward		1,798	1,415	3,213	2,269	2,429	4,698
Total funds carried forward	19	1,668	889	2,557	1,798	1,415	3,213

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 32-44 form part of these financial statements.

Ormiston Families

Group and Company Balance Sheets as at 31 March 2024

Company Number 02769307

	Notes	Group		Company	
		2024 £000	2023 £000	2024 £000	2023 £000
Fixed assets					
Intangible assets	12	10	6	10	6
Tangible assets	13	483	981	483	981
Investments	14	-	-	-	-
Current assets					
Stock	15	-	1	-	1
Debtors	16	287	894	287	1,003
Cash at bank and in hand		2,775	2,699	2,746	2,686
		3,062	3,594	3,033	3,690
Liabilities					
Creditors: Amounts falling due within one year	17	(948)	(1,368)	(865)	(1,245)
Net current assets		2,114	2,226	2,168	2,445
Total assets less current liabilities		2,607	3,213	2,661	3,432
Provisions for liabilities	18	(50)	-	(50)	-
Net assets		2,557	3,213	2,611	3,432
Funds of the Charity:					
Restricted funds	19	889	1,415	889	1,415
Unrestricted funds	19	1,668	1,798	1,722	2,017
Total funds		2,557	3,213	2,611	3,432

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 6th September 2024 and are signed on their behalf by:



Gail Tolley
Chair



Stephen West
Trustee

The notes on pages 32-44 form part of these financial statements.

Ormiston Families

Consolidated Statement of Cash Flows for the year ended 31 March 2024

	Notes	2024 £000	2023 £000
Cash flows from operating activities			
Net cash (used in)/provided by operating activities	22	(505)	1,495
Cash flows from investing activities			
Net interest received		94	13
Proceeds from the sale of tangible fixed assets		501	-
Purchase of tangible fixed assets		(2)	-
Purchase of intangible fixed assets		(12)	-
Net cash provided by investing activities		581	13
Cash flows from financing activities			
Repayment of borrowings		-	(649)
Net cash (used in) financing activities		-	(649)
Change in cash and cash equivalents in the reporting period		76	859
Cash and cash equivalents at 1 April		2,699	1,840
Cash and cash equivalents at 31 March	23	2,775	2,699

Analysis of changes in net debt

	£000	£000	changes £000	2024 £000
Cash and cash equivalents				
Cash	2,699	76	-	2,775
	2,699	76	-	2,775
Borrowings				
Loans due within one year	-	-	-	-
Loans due after one year	50	(50)	-	-
	50	(50)	-	-
Total	2,749	26	-	2,775

The notes on pages 32-44 form part of these financial statements.

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2024

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 31.

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 £821,000 (2023 – net expenditure £1,298,000).

1.3 COMPANY STATUS

The charity is a company limited by guarantee. The members of the charity are the Trustees named on page 45. 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 2024 was 9 (2023 – 12).

1.4 SIGNIFICANT JUDGEMENTS AND AREAS OF ESTIMATION DUE TO UNCERTAINTY

The most significant area of judgement and key assumptions are related to estimating the useful economic life of fixed assets. Depreciation is charged annually in accordance with the depreciation rates detailed below (note 1.9). Impairment of assets is considered annually and provided for as required. Goodwill is amortised over the relevant property lease period to which it relates. 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, strategic plans and risks.

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.

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2024 (continued)

1 ACCOUNTING POLICIES (continued)

1.6 INCOME (continued)

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.

Investment income is included on a receivable basis.

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

1.7 EXPENDITURE

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

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

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

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

All expenditure is inclusive of irrecoverable VAT.

1.8 GOING CONCERN

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

Having reviewed the key risks facing Ormiston Families, as well as the budget and cash flow forecast model, freehold property disposal progress, potential loan availability and the expected level of reserves, the Trustees consider there are sufficient reserves held at 31 March 2024 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 hive 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

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2024 (continued)

1 ACCOUNTING POLICIES (continued)

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.

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 Financial Statements for the year ended 31 March 2024 (continued)

2 Income from donations and legacies

	2024			2023		
	Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	£000	£000	£000	£000	£000	£000
Donations	306	3	309	44	29	73
Legacies	-	-	-	16	-	16
Trust funding	33	1	34	7	3	10
Ormiston Trust general grant	400	-	400	400	-	400
	739	4	743	467	32	499

3 Income from charitable activities

	2024			2023		
	Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	£000	£000	£000	£000	£000	£000
Government funding	3,695	1,445	5,140	2,805	3,869	6,674
Customer fees	9	20	29	72	2	74
Trust funding	-	362	362	6	505	511
Ormiston Trust project funding	-	151	151	-	297	297
Other grant funding	46	-	46	45	1	46
	3,750	1,978	5,728	2,928	4,674	7,602

There are no unfulfilled conditions at the year end relating to Government funding (2023 – none)

4 Income from other trading activities

	2024			2023		
	Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	£000	£000	£000	£000	£000	£000
Fundraising events	26	-	26	26	-	26
Trading subsidiary activities (note 5)						
Ormiston Families Enterprises Ltd	489	-	489	679	-	679
Blois Meadow Day Nursery Ltd	-	-	-	184	-	184
	515	-	515	889	-	889

5 Trading subsidiary activities

	2024	2023
	Unrestricted Funds	Unrestricted Funds
	£000	£000
Trading income		
Nursery income	489	863
	489	863
Trading expenses		
Direct costs	88	427
Wages and salaries	364	719
	452	1,146
Net income/(expenditure) from trading activities excluding intercompany charges	37	(283)

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2024 (continued)

6 Investment income

	2024			2023		
	Unrestricted Funds £000	Restricted Funds £000	Total £000	Unrestricted Funds £000	Restricted Funds £000	Total £000
Short term deposits	94	-	94	13	-	13
	<u>94</u>	<u>-</u>	<u>94</u>	<u>13</u>	<u>-</u>	<u>13</u>

Other income

	2024			2023		
	Unrestricted Funds £000	Restricted Funds £000	Total £000	Unrestricted Funds £000	Restricted Funds £000	Total £000
Profit on disposal of fixed assets	62	-	62	-	-	-
Other	1	-	1	2	-	2
	<u>63</u>	<u>-</u>	<u>63</u>	<u>2</u>	<u>-</u>	<u>2</u>

7 Expenditure by type

Raising funds

	2024			2023		
	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	338	-	338	267	172	439
Events and other activity costs	88	-	88	46	54	100
	<u>426</u>	<u>-</u>	<u>426</u>	<u>313</u>	<u>226</u>	<u>539</u>
Cost of trading to generate funds						
Trading subsidiary activities (note 5)	452	-	452	1,146	-	1,146
	<u>878</u>	<u>-</u>	<u>878</u>	<u>1,459</u>	<u>226</u>	<u>1,685</u>

Expenditure on charitable activities

Wages and salaries	2,621	1,485	4,106	1,603	3,452	5,055
Other direct costs	1,038	624	1,662	1,165	1,624	2,789
Support costs	754	399	1,153	306	655	961
	<u>4,413</u>	<u>2,508</u>	<u>6,921</u>	<u>3,074</u>	<u>5,731</u>	<u>8,805</u>
	<u>5,291</u>	<u>2,508</u>	<u>7,799</u>	<u>4,533</u>	<u>5,957</u>	<u>10,490</u>

8 Expenditure by activities

	2024			2023		
	Activities undertaken directly £000	Support costs £000	Total £000	Activities undertaken directly £000	Support costs £000	Total £000
Raising funds	870	8	878	1,596	89	1,685
Charitable activities						
Families	4,575	829	5,404	6,714	788	7,502
Justice	1,201	316	1,517	1,131	172	1,303
	<u>6,646</u>	<u>1,153</u>	<u>7,799</u>	<u>9,441</u>	<u>1,049</u>	<u>10,490</u>

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

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2024 (continued)

9 Analysis of support costs

	Governance £000	2024 Support Costs £000	Total £000	Governance £000	2023 Support Costs £000	Total £000
Expenditure by activities						
Wages & salaries	60	731	791	58	644	702
Recruitment, travel & other staff related	1	53	54	1	57	58
Property	-	67	67	-	81	81
IT & Communications	-	86	86	-	89	89
Insurance	-	61	61	-	62	62
Professional fees and memberships	41	31	72	16	36	52
Print, post, stationery & admin.	4	17	21	2	2	4
Depreciation	-	1	1	-	1	1
	106	1,047	1,153	77	972	1,049

10 Net income / expenditure

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

	2024 £000	2023 £000
Depreciation of tangible fixed assets		
- owned by the charity	61	74
Amortisation of intangible fixed assets	8	16
Operating lease rentals		
- plant and machinery	3	3
- other operating leases	63	146
Fees payable to auditor for :		
- audit of the charity	16	11
- under accrual for audit of previous year	2	-
- audit of the subsidiary companies	8	5
- other services	2	4

11 Staff

a Staff costs	2024 £000	2023 £000
Wages and salaries	5,011	6,127
Social security costs	390	538
Pension costs	198	231
	5,599	6,896
Statutory redundancy payments upon nursery and project restructuring	21	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:

	2024 No.	2023 No.
Families	69	128
Justice	69	44
Operations	5	6
Enterprise	20	44
Corporate	35	37
	198	259

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2024 (continued)

11 Staff

b Staff numbers (continued)

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

	2024	2023
	No.	No.
Families	59	117
Justice	48	28
Operations	3	5
Enterprise	15	34
Corporate	30	30
	155	214

c Higher paid staff

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

	2024	2023
	No.	No.
In the band £60,001 - £70,000	4	2
In the band £70,001 - £80,000	-	-
In the band £80,001 - £90,000	3	4
In the band £90,001 - £100,000	1	-
In the band £100,001 - £110,000	-	-
In the band £110,001 - £120,000	1	1

The employer pension contributions relating to these staff amounted to £48,065 during the year (2023 – £35,789)

d Key management personnel

The key management personnel of the charity comprise the trustees and the senior leadership team as listed on page 45. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the charity was £495,558 (2023 – £546,625).

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 (2023 – 3) Trustees were reimbursed expenses totalling £1,974 (2023 – £830).

12 Intangible fixed assets

Group	Software £000	Goodwill £000	Total £000
Cost			
At 1 April 2023	13	119	132
Additions	12	-	12
At 31 March 2024	25	119	144
Amortisation			
At 1 April 2023	7	119	126
Charged in year	8	-	8
At 31 March 2024	15	119	134
Carrying amount			
At 31 March 2023	6	-	6
At 31 March 2024	10	-	10

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

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2024 (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 2023	1,212	407	441	2,060
Additions	-	-	2	2
Disposals	(485)	(9)	(169)	(663)
At 31 March 2024	<u>727</u>	<u>398</u>	<u>274</u>	<u>1,399</u>
Depreciation				
At 1 April 2023	283	388	408	1,079
Charged in year	20	15	26	61
Disposals	(50)	(6)	(168)	(224)
At 31 March 2024	<u>253</u>	<u>397</u>	<u>266</u>	<u>916</u>
Net book values				
At 31 March 2023	929	19	33	981
At 31 March 2024	<u>474</u>	<u>1</u>	<u>8</u>	<u>483</u>

CHARITY

	Freehold land and buildings £000	Leasehold land and buildings £000	Fixtures, fittings and equipment £000	Total £000
Cost				
At 1 April 2023	1,212	407	441	2,060
Additions	-	-	2	2
Disposals	(485)	(9)	(169)	(663)
At 31 March 2024	<u>727</u>	<u>398</u>	<u>274</u>	<u>1,399</u>
Depreciation				
At 1 April 2023	283	388	408	1,079
Charged in year	20	15	26	61
Disposals	(50)	(6)	(168)	(224)
At 31 March 2024	<u>253</u>	<u>397</u>	<u>266</u>	<u>916</u>
Net book values				
At 31 March 2023	929	19	33	981
At 31 March 2024	<u>474</u>	<u>1</u>	<u>8</u>	<u>483</u>

At 31 March 2024 there were capital commitments of £25,300 (2023 – £nil).

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2024 (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 (2023 – £nil) 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.

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

Profit and Loss

	Ormiston Families Enterprises Ltd		Blois Meadow Day Nursery Ltd	
	2024	2023	2024	2023
	£000	£000	£000	£000
Turnover	488	677	-	184
Cost of sales	(404)	(833)	-	(138)
Gross Profit	84	(156)	-	46
Administrative expenses	(75)	(164)	-	(48)
Other operating income	1	2	-	-
Operating profit/(loss)	10	(318)	-	(2)
Interest payable and similar expenses	-	-	-	-
Corporation tax charge	-	(4)	-	-
Profit/(loss) for the year	10	(322)	-	(2)

Balance Sheet

	2024	2023	2024	2023
	£000	£000	£000	£000
Intangible fixed assets	-	-	-	-
Tangible fixed assets	-	-	-	-
Current assets	29	29	-	-
Current liabilities	(49)	(214)	-	(3)
Creditors falling due after more than one year	-	-	-	-
Net assets	(20)	(185)	-	(3)
Share capital and reserves	(20)	(185)	-	(3)

Following the nursery closure, the Directors of Blois Meadow Day Nursery Limited have progressed voluntary dissolution of the limited company having settled all debts. Companies House dissolution occurred on 25th June 2024. Ormiston Families Enterprises Limited ceased trading at the end of 2023-24 following the parent charity's decision to hive up the remaining operating nursery activity. Ormiston Families Enterprises Limited will be dissolved during 2024-25 following completion of hive up and settlement of debts.

At 31 March 2024, Ormiston Families Enterprises Limited had tax losses amounting to approximately £98,208 (2023 – £117,803) which are available for offset against future taxable profits. A deferred tax asset of £24,552 (2023 – £29,451) has not been recognised as the directors consider that it is uncertain that the tax losses will be utilised in the foreseeable future.

Additional nil value shareholding

The charity also held 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. These shares were sold during 2023-24 as part of the property disposal.

Other shareholdings

The charity held 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 have been voluntarily dissolved, Companies dissolution dates were 25th June 2024 and 2nd July 2024.

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2024 (continued)

15 Stock

	Group		Charity	
	2024	2023	2024	2023
	£000	£000	£000	£000
Merchandise	-	1	-	1

16 Debtors

	Group		Charity	
	2024	2023	2024	2023
	£000	£000	£000	£000
Trade debtors	43	499	43	497
Amounts owed by group undertakings	-	-	-	120
Other debtors	2	4	2	2
Prepayments and accrued income	242	391	242	384
	287	894	287	1,003

Legacy income accrued

As at 31 March 2024 the charity has accrued income from 0 (2023 – 0) legacy notifications for a total of £nil (2023 – £nil).

17 Creditors: Amounts falling due within one year

	Group		Charity	
	2024	2023	2024	2023
	£000	£000	£000	£000
Trade creditors	95	189	74	172
Other taxation and social security	167	230	162	226
Other creditors	74	3	38	3
Accruals	129	530	115	434
Deferred income	483	416	476	410
	948	1,368	865	1,245

Deferred income

	Group		Charity	
	2024	2023	2024	2023
	£000	£000	£000	£000
Deferred income at 1 April 2023	416	43	410	20
Released from previous years	(416)	(43)	(410)	(20)
Resources deferred in the year	483	416	476	410
Deferred Income at 31 Mar 2024	483	416	476	410

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

	Group		Charity	
	2024	2023	2024	2023
	£000	£000	£000	£000
Dilapidations provision				
At 1 April 2023	-	-	-	-
Expensed in the year	50	-	50	-
At 31 March 2024	50	-	50	-

The dilapidation provision is management's best estimate of the potential costs that may be incurred at the end of the property lease to return the property to its original state.

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2024 (continued)

19 Statement of funds – Group

2023-24	Brought forward £'000	Income £'000	Expenditure £'000	Transfers in/(out) £'000	Carried forward £'000
Designated funds					
Fixed assets	981	-	-	(428)	553
Unrestricted funds					
General fund	898	4,672	(4,812)	377	1,135
Ormiston Families Enterprises Limited	(78)	489	(479)	48	(20)
Blois Meadow Day Nursery Limited	(3)	-	-	3	-
	817	5,161	(5,291)	428	1,115
Total unrestricted funds	1,798	5,161	(5,291)	-	1,668
Restricted funds					
Families	1,325	1,768	(2,295)	(4)	794
Justice	90	214	(213)	4	95
	1,415	1,982	(2,508)	-	889
Total funds	3,213	7,143	(7,799)	-	2,557

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	1,091	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	4,459	(5,536)	110	1,325
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

Designated funds

The fixed asset fund has been set up to reflect the element of the group's fixed assets acquired and approved specific short term acquisition plans not funded by restricted capital funds.

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2024 (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 Justice 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 2024 are represented by:

	Unrestricted Funds 2024 £'000	Restricted Funds 2024 £'000	Total Funds 2024 £'000
Intangible fixed assets	10	-	10
Tangible fixed assets	483	-	483
Current assets	2,173	889	3,062
Current liabilities	(948)	-	(948)
Provisions for liabilities	(50)	-	(50)
Total net assets	1,668	889	2,557

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
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

21 Commitments under operating leases

At 31 March 2024 the total of the charity's future minimum lease payments under non-cancellable operating leases was:

Group	Land and Buildings		Other	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Amounts due within one year	56	87	2	2
Amounts due between one and five years	41	121	3	2
	97	208	5	4

Charity	Land and Buildings		Other	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Amounts due within one year	56	66	1	2
Amounts due between one and five years	41	121	2	2
	97	187	3	4

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2024 (continued)

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

	2024 £'000	2023 £'000
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	(656)	(1,485)
Adjusted for:		
Amortisation (note 12)	8	16
Investment write down (note 14)	-	114
Depreciation charges (note 13)	61	74
Interest receivable (note 6)	(94)	(13)
Profit on sale of fixed assets	(62)	-
Decrease in stocks	1	1
Decrease in debtors	607	2,272
(Decrease) / Increase in creditors due within one year	(420)	404
Increase in provisions for liabilities	50	-
Decrease in borrowings due within one year	-	112
Net cash (used in) / provided by Operating Activities	(505)	1,495

23 Analysis of cash and cash equivalents

	At 31 March 2024 £'000	At 31 March 2023 £'000
Cash at bank and in hand	2,775	2,699
Total cash and cash equivalents	2,775	2,699

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 £198,000 (2023 – £231,000). There were contributions payable of £37,669 (2023 – £41,679) 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 (2023 – £27,000) and a management fee of £nil (2023 – £13,532) to its wholly owned subsidiary company, Ormiston Families Enterprises Limited. In addition, expenses of £23,276 (2023 – £35,215) were recharged to Ormiston Families Enterprises Limited at cost. A gift aid distribution of £nil (2023 – £nil) was made from Ormiston Families Enterprises Limited to the charity during the year. At the year end, a balance of £154,836 was owed by Ormiston Families Enterprises Limited (2023 – £120,199) including amounts advanced to Ormiston Families Enterprises Limited to support working capital requirements for an orderly restructure of the nursery operations and hive up implementation.

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 £4,174 (2023 – £4,220) and the balance outstanding at the year end was £292 (2023 – £456).

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 £19,135 (2023 – £21,841) and the balance outstanding at the year end was £1,287 (2023 – £1,461).

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 (2023 – £400,000) and specific project grant funding of £151,191 (2023 – £297,177), the balance outstanding at the year end was £nil (2023 – £nil).

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

There are no other related party transactions (2023 – nil).

26 Post balance sheet events

Dormant subsidiary companies have been formally dissolved by Companies House, please see note 14 for company details and dates.

Ormiston Families

Reference and administrative details for the year ended 31 March 2024

Trustees

Gail Tolley, (chair from 1st October 2023)
Miranda Kendall, vice chair (Interim chair until 30th September 2023)
Peter Murray OBE
Stephen Bennett (until 8th September 2023)
Hannah Catchpool, treasurer (until 1st December 2023)
Marlini Finney (until 31st May 2024)
Rosemary Gutteridge MBE, JP, DL (until 1st December 2023)
Jessica Godfrey-Withey
Derek Mark Heasman (from 1st April 2024)
Catherine McLaughlin
Diana Murray
Philip Richards (from 1st April 2024)
Stephen West, (treasurer from 1st December 2023)
Rebecca Wood
Nicola Yarnall (from 1st April 2024)

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 until 12th April 2024)
Karen Moore (People and organisational development director)
Mark Proctor (Operations director)
Duncan Turner (Finance director and company secretary)

Statutory auditors

Sumer Auditco Limited
Fitzroy House
Crown Street
Ipswich
Suffolk IP1 3LG

Bankers

Barclays Bank plc
35 Market Hill
Sudbury
CO10 2EP

Solicitors

Ashtons Legal LLP
The Long Barn
Fornham Business Court
Bury St. Edmunds
Suffolk IP31 1SL

President

Lady Tollemache

Vice Presidents

Lady Deben
Wendy Drew
Rosemary Gutteridge
Miranda Kendall
Diana Murray
Trevor Pickett
Lady de Ramsey
Julie Spence
Richard Townley

Company secretary

Duncan Turner

Company registration number

02769307

Charity registration number

01015716

Website

www.ormiston.org

Registered office

333 Felixstowe Road
Ipswich
Suffolk IP3 9BU



#TeamOrmiston have been out in force this year.

Nearly 50 brave people got wet and muddy taking on the Whole Hog obstacle course, while 17 adventurers conquered 30 miles of biking, hiking and kayaking through the heart of Snowdonia to raise vital funds.

When you add 14 people throwing themselves out of planes, and others walking and running marathons and epic challenges, we are delighted to have seen over 100 individuals and 42 community groups and associations raising valuable funds for our work – thank you to you all.



**Will you join
#TeamOrmiston
in 2025 and
beyond?**



A year in numbers

66,279

prison visitors welcomed

5,129

families worked with

21,774

sessions of support offered

10%

increase in prison visitors

1,554

prison visit sessions offered

Families supported across

5

counties

7%

increase in direct work

20

volunteers donated their time



Early Intervention Award winners

89%

of people reported feeling safer after accessing our services

84%

of people felt emotionally healthier after working with us

86%

of people were more able to deal with life's challenges following our support





I used to be unkind to others and be mean. Now after seeing you I'm nicer to others. I'd love to tell you all a big thank you for helping me and other children. Just a big thank you for being a good charity."

Young person supported by our Breaking Barriers service



The continued work of Ormiston Families would not be possible without our wonderful supporters. We would like to thank every individual donor, volunteer, corporate partner and Trust or Foundation that has supported the charity. You have helped us keep the doors open, and helped thousands across the East of England see a brighter future.

Registered Office: 333 Felixstowe Road, Ipswich, Suffolk IP3 9BU
Registered Charity Number: 1015716 Registered Company Number: 2769307



© Ormiston Families 2024

ORMISTON FAMILIES

England & Wales - Charity number 1015716

Accounts

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

CONTENTS

	Page
Chair and Chief Executive Introduction	1
Trustees' Report including Directors' Report	2 – 23
Independent Auditor's Report	24 – 27
Consolidated Statement of Financial Activities	28
Balance Sheets	29
Consolidated Statement of Cash Flows	30
Notes to the Financial Statements	31 – 43
Reference and Administrative Details	44

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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.

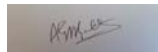
This is equally true of organisations. Last year proved to be a difficult year for Ormiston Families. In light of the economic climate, we closed three of our commercially run nurseries to limit the risks to our free reserves. We also took the painful decision to close one well-loved service and restructure 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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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 & YOUNited) 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.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

Investment in staff and successful recruitment of high quality, clinically experienced managers also started to make a significant positive impact at our YOUNited 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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

'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.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

- 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.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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:

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

- 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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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 Courtald 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

		2023			2022		
		Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	Note	£000	£000	£000	£000	£000	£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

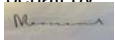
Group and Company Balance Sheets as at 31 March 2023

Company Number 02769307

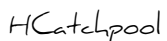
	Notes	Group		Company	
		2023 £000	2022 £000	2023 £000	2022 £000
Fixed assets					
Intangible assets	12	6	22	6	13
Tangible assets	13	981	1,055	981	1,055
Investments	14	-	114	-	110
Current assets					
Stock	15	1	2	1	2
Debtors	16	894	3,166	1,003	3,184
Cash at bank and in hand		2,699	1,840	2,686	1,624
		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 "Payout" and Blois Meadow Day Nursery Limited trading as "Payout Steeple Bumpstead" in respect of their provision of nursery services. Income is recognised in the period to which it relates.

1.7 EXPENDITURE

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

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

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

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

Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

All expenditure is inclusive of irrecoverable VAT.

1.8 GOING CONCERN

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

Having reviewed the key risks facing Ormiston Families, as well as the budget and cash flow forecast model, 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 hive up it's 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 Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	£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
	467	32	499	822	6	828

3 Income from charitable activities

	2023			2022		
	Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	£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
	2,928	4,674	7,602	2,477	5,167	7,644

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

4 Income from other trading activities

	2023			2022		
	Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	£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
	889	-	889	1,165	-	1,165

5 Trading subsidiary activities

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

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

6 Investment income

	2023			2022		
	Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	£000	£000	£000	£000	£000	£000
Short term deposits	13	-	13	-	-	-
Other	-	-	-	-	-	-
	<u>13</u>	<u>-</u>	<u>13</u>	<u>-</u>	<u>-</u>	<u>-</u>

Other income

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

7 Expenditure by type

Raising funds

	2023			2022		
	Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	£000	£000	£000	£000	£000	£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
	<u>313</u>	<u>226</u>	<u>539</u>	<u>290</u>	<u>122</u>	<u>412</u>

Cost of trading to generate funds

Trading subsidiary activities (note 5)	1,146	-	1,146	1,057	-	1,057
	<u>1,459</u>	<u>226</u>	<u>1,685</u>	<u>1,347</u>	<u>122</u>	<u>1,469</u>

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
	<u>3,074</u>	<u>5,731</u>	<u>8,805</u>	<u>2,572</u>	<u>4,445</u>	<u>7,017</u>
	<u>4,533</u>	<u>5,957</u>	<u>10,490</u>	<u>3,919</u>	<u>4,567</u>	<u>8,486</u>

8 Expenditure by activities

	2023			2022		
	Activities undertaken directly	Support costs	Total	Activities undertaken directly	Support costs	Total
	£000	£000	£000	£000	£000	£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
	<u>9,441</u>	<u>1,049</u>	<u>10,490</u>	<u>7,604</u>	<u>882</u>	<u>8,486</u>

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

Ormiston Families

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

9 Analysis of support costs

	Governance £000	2023 Support Costs £000	Total £000	Governance £000	2022 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

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
	214	203

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	13	119	132
Amortisation			
At 1 April 2022	-	110	110
Charged in year	7	9	16
At 31 March 2023	7	119	126
Carrying amount			
At 31 March 2022	13	9	22
At 31 March 2023	6	-	6

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 hve 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	2022	2023	2022
	£000	£000	£000	£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	2022	2023	2022
	£000	£000	£000	£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

	2023	2022	2023	2022
	£000	£000	£000	£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 hve 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 £'000	2022 £'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 2023 £'000	At 31 March 2022 £'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
 Suffolk
 IP3 9BU

ORMISTON FAMILIES

England & Wales - Charity number 1015716

Accounts

Registered number: 02769307
Charity number: 01015716

ORMISTON FAMILIES
(A Company Limited by Guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

CONTENTS

	Page
Chair and Chief executive Introduction	1
Trustees' Report including Directors' Report	2 – 21
Independent Auditor's Report	22 – 25
Consolidated Statement of Financial Activities	26
Balance Sheets	27
Consolidated Statement of Cash Flows	28
Notes to the Financial Statements	29 – 41
Reference and Administrative Details	42

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

An introduction from our Chair and Chief executive

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

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

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

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

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

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

With this in mind, as we continue this pandemic journey, we know our services will be even more valuable and will need to reach more children, young people and families than ever before.

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

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

YouCanBe service user.

Robert Parkinson, Chair

Allan Myatt, Chief executive

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

REPORT OF THE BOARD OF TRUSTEES

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

OBJECTIVES AND ACTIVITIES

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

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

Celebrating our 40th year during 2021/22, Ormiston Families continues to support the broad aims of the charity founded in 1981 by focussing its work on the support of vulnerable children and their families across the East of England to help them see a brighter future and improve their life chances. By building resilience, we support children and families to feel safe and in control of their own wellbeing.

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

Our families' services focus on supporting mental health and wellbeing and contributing to communities. Within this theme, our children & young people's mental health services (Supporting Smiles & YOUNited) offer emotional wellbeing support across Norfolk & Waveney and Cambridgeshire & Peterborough. In addition, our Small Steps Together service works with new and expectant families dealing with the pressures of pregnancy and early parenthood. Our newest service, Stars, offers bereavement support for children and young people, and #WeWill joins a national partnership of youth social action projects focusing on increasing wellbeing in schools and communities.

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

In the justice realm, our services include Breaking Barriers, where skilled practitioners work with children and young people affected by the imprisonment of a close family member. We manage Prisoners' Family Services including visitor centres and family activities across ten prisons located in the East of England. Ex-offenders are supported to re-integrate with community and family life and break intergenerational chains of offending through our Probation Family Service.

Ormiston Families Group

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

ACHIEVEMENTS AND PERFORMANCE

Our services

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

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

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

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

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

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

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

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

- 86% of people we worked with reported feeling safer after accessing our services.
- 89% told us that they felt emotionally healthier after working with us.
- 86% said that, following our support, they felt more able to deal with life's challenges.

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

Highlights and progress against 2021/22 plans and objectives

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

FAMILIES

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

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

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

- Expanding our YouCanBe service for young women affected by adverse childhood experiences into at least one new county.
- Opening an Mpower service in Essex for women who have had at least one child taken into care.

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

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

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

Claire's story (YouCanBe)

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

Situation

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

Solution

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

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

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

Success

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

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

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

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

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

Our work supporting mental health

Supporting 2,630 people through 10,210 expert support sessions

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

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

- Establishing a new mental health service in Cambridgeshire and Peterborough, in partnership with Cambridgeshire and Peterborough (NHS) Foundation Trust, Cambridgeshire Community Services (NHS) and Centre 33 that expands the work of our current children and young people's mental health service (Point 1) in Norfolk.
- Expanding our Small Steps Together perinatal mental health service into at least one new county in the East of England region.
- Working with the Ormiston Academies Trust (OAT) to introduce an #iwill youth social action initiative into their academies with a view to growing this across all the OAT schools in future years.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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

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

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

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

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

Samuel's story (Stars)

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

Situation

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

Solution

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

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

Success

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

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

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

JUSTICE

Our work with the families of offenders

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

Welcoming 28,261 prison visitors to our prison visitor centres

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

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

- Enhancing our work with children and families affected by imprisonment. In particular by;
 - Introducing a regional management structure to our Breaking Barriers service and expanding with a new team in Hertfordshire.
 - Establishing and embedding our new Probation Family Support Service in Hertfordshire and Suffolk.

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

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

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

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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

Maxi's story (Breaking Barriers)

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

Situation

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

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

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

Solution

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

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

Success

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

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

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

COMMERCIAL

Play Out

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

ORMISTON FAMILIES
(A Company Limited by Guarantee)
TRUSTEES' REPORT incorporating a directors' report
FOR THE YEAR ENDED 31 MARCH 2022

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

Our people

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

Many of our workforce had to rapidly adapt to remote working at the beginning of the pandemic. What began as an emergency response, has evolved into a more efficient and environmentally friendly way of working, which we continued in a blended way as restrictions eased. To further embed this into our culture, following consultation with our employee forum, we adopted an agile working policy which encourages everyone to work in the most appropriate location for the task but also allows more flexibility around working hours, subject to the needs of our service users.

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

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

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

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

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

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

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

Our approach to fundraising

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

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

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

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

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

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

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

PLANS FOR FUTURE YEARS

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

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

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

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

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

FINANCIAL REVIEW

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

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

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

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

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

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

Our nursery trading subsidiaries contributed a profit of £76k in the year (2020/21 - £59k) before management charges, rent and tax, after which the final profit was £18k (2020/21 - £12k). The charity continued to hold an investment of £110k in the equity shares of these trading subsidiaries during the year. At the year end, the subsidiaries held assets of £355k (2020/21 - £357k). Acquired Goodwill represented £9k (2020/21 - £28k). The charity was owed £34k (2020/21 - £44k) by the trading subsidiaries in relation to short-term working capital funding which has been repaid after the year end.

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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

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

Reserves policy

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

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

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

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

Investment policy

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

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

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

Going concern

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

Having reviewed the key risks facing Ormiston Families, as well as the cash flow forecast model and the expected level of reserves, for a period of at least 12 months from the date of approval of these financial statements, the Board of Trustees consider there are sufficient reserves held on 31 March 2022 to manage those risks and achieve the revised business plan. The Board of Trustees believe that Ormiston Families and the Group have adequate resources to fund their activities for the foreseeable future. Accordingly, the Board of Trustees are of the view that Ormiston Families and the Group are a going concern.

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

Principal Risks and Uncertainties

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

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

Risk	Mitigation
Personnel loss	Remuneration policies reviewed alongside sector benchmarks Improved benefit package implemented and plans to enhance salaries in place New agile working policy implemented Annual staff survey conducted in Autumn 2021, and recommendations enacted Staff appraisals conducted and individual & organisational development plans drawn up Trustee annual reviews undertaken and two new trustees appointed in line with succession plans Employee forum engaged in reviewing and informing policies
Financial mismanagement	Financial systems and processes reviewed by trustees and external audits Finance team staff training maintained to ensure awareness of fraud risks and common scams Robust budgeting monitoring processes maintained
Reputational loss	Quality standards maintained with routine observations and audits Implementation of policies by service leads and senior leadership team Safeguarding and data protection training provided for all staff DBS checks undertaken on appointment and routinely sampled thereafter
Loss of Ormiston Trust funding and support	Regular informal and formal dialogue maintained with Ormiston Trust Ormiston Trust's continued presence on the Board of Trustees Three year project funding plan agreed with Ormiston Trust
Loss of major contract	Regular performance monitoring undertaken by managers and senior leadership Key performance indicators monitored by senior leadership Significant concerns reported quarterly to the Board of Trustees Regular dialogue, reporting and review, maintained with commissioners and delivery partner organisations at local and senior levels Pursuing complementary service contracts/grants that work alongside major contracts
Loss of infrastructural assets	Disaster recovery plans in place Insurance cover reviewed and updated Security of premises and fire protection reviewed Archived service user records held centrally in secure, fire-proof room Secure offsite hosting of IT infrastructure and data records Automated data back-up procedures in place Data protection training and testing, supported with the appointment of an external GDPR specialist consultancy Information governance processes in place and regularly reviewed Cyber security processes reviewed Ready access to specialist professional advice and support maintained
Adverse economic climate	Approved 2022/23 budget implemented with increased investment in Income Generation team to diversify income streams Asset rich balance sheet maintained to facilitate borrowing if required Maintained market awareness through trustees and SLT Monitored Brexit developments to assess potential impacts and risks Consider strategic alliances/partnerships to share or reduce risk

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

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

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

Method of appointment or election of trustees

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

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

Governance review

During 2021/22 the Board of Trustees have continued their trustee review processes and board and committee self-assessment processes. The Governance Committee has also carried out an extensive review to ensure a high correlation of our structure and processes with the Charity Commission's Charity Governance Code and best practice, which has included commissioning an independent review. That review found Ormiston Families equalled or exceeded the reviewer's "all charities benchmark" in 14 out of 15 governance practices, commenting it *"is a commendable achievement and an example of how charities can role model good governance"*.

Policies adopted for the induction and training of trustees

Once appointed, trustees undertake an induction programme, including attendance at an organisational induction day (for trustees and employees), participating in structured service visits and the receipt of organisational and statutory information in a trustee information pack. Further training is undertaken as needed. Training and update, as part of a Board of Trustees' meeting, is also undertaken at least twice during the year. This year the focus has been upon Equality, Diversity and Inclusion (EDI) and our independent staff survey outcomes. Other recent topics covered have included, the fundraising code of practice, safeguarding, GDPR and the Charity Commission's Charity Governance Code in addition to work across our projects.

Organisational structure and decision making

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

- The formulation and implementation of strategy
- Overseeing the implementation of the strategy through annual operating plans and budgets
- Monitoring progress

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

- Accepting ultimate responsibility for the sound professional, legal, and financial management of the charity.

The Board of Trustees meets four times a year to carry out its responsibility for ensuring that the activities undertaken are in line with the objects of the charity. A quorum consists of not less than three members and decisions are reached by majority. During the year an additional meeting was held to discuss acceptance of an offer received for a CBILS loan. Average trustee attendance at board meetings was 90% during the year ended 31 March 2022 (2021 – 90%).

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

The Board of Trustees has four committees, with terms of reference, whose members during the year to 31 March 2022 are listed below:

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

The resources committee met 5 times during the year during the year ended 31 March 2022, this included one additional meeting evaluating additional budget and reserves policy analysis.

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

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

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

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

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

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

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

The income generation committee met 4 times during the year ended 31 March 2022.

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

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

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

ORMISTON FAMILIES
(A Company Limited by Guarantee)

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

order to have informed discussions and make decisions.

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

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

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

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

Related Parties

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

Peter Murray and Diana Murray are trustees of Ormiston Trust, a grant-making trust that continues to provide vital and significant support to Ormiston Families each year. Processes are in place to manage these and other potential conflicts of interest, transactions are detailed in note 25.

Our commitment to high standards of fundraising

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

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

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

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

Our commitment to the environment

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

and help protect the planet to provide a brighter future for us all.

Policy Principles:

- All Ormiston Families staff and volunteers are encouraged to take personal responsibility for considering the environmental impact of all their activities, practices, and procedures.
- We are proactive in minimising our production of waste by reusing or recycling materials.
- We will monitor and reduce the environmental impact of fossil fuel dependent modes of transport by encouraging the use of travel options that minimise environmental impact in addition to exploring new ways of delivering our work sustainably.
- We will build an environmentally friendly work culture through regular internal communication and stakeholder engagement.
- We will ensure that consideration is given to purchasing environmentally sustainable products and services and develop sustainable supply chains by using suppliers that have environmental standards compatible with our own.
- We have robust procurement procedures and policies in place so that the environment is considered as part of our decision-making processes.

In 2019, in an externally conducted survey (Charity Pulse), only 20% of staff agreed to the statement '*This charity is doing everything it can to reduce its impact on the environment*'. Acknowledging this, we established an Environmental Working Group in 2020; assessed our energy and travel footprint and initiated several new initiatives. In response to the same survey in 2020, 37% of staff agreed with the statement. This improved further still in 2021 to 54% of staff believing we are doing everything we can.

Long term objectives

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

Objectives for the financial year 2022/23

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

Acknowledgements

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

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

PRINCIPAL FUNDING

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

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

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

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

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

Charles S French Charitable Trust
Children in Need
Essex Community Foundation

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

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

- The Fuller Revenue Fund

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

- Recovery and Resilience Grant Fund

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

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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

The trustees (who are also directors of Ormiston Families for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP FRS102;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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

Disclosure of information to auditor

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

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

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

The Trustees' Report, incorporating the Directors' Report, was approved by the trustees on 9th September 2022 and signed on their behalf by:

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ORMISTON FAMILIES FOR THE YEAR ENDED 31 MARCH 2022

Opinion

We have audited the financial statements of Ormiston Families (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

ORMISTON FAMILIES
(A Company Limited by Guarantee)

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

Other information (continued)

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

- We reviewed systems and procedures to identify potential areas of management override risk. In particular, we agreed the financial statements to underlying records and we carried out testing of journal entries and other adjustments for appropriateness.
- We reviewed accounting policies for evidence of management bias and ensured that the accounting policies were correctly applied to the financial statements.
- We reviewed minutes of Trustee Board meetings and agreed the financial statement disclosures to underlying supporting documentation.
- We have made enquiries of management and officers of the parent charitable company regarding laws and regulations applicable to the organisation.
- We reviewed the risk management processes and procedures in place including a review of the Board assurance reporting.
- We have reviewed any correspondence with the Charity Commission and reviewed the procedures in place for the reporting of incidents to the Trustee Board including serious incident reporting of any such matters if necessary.

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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

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

Use of this Report

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



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

PRICE BAILEY LLP

Chartered Accountants Statutory Auditors

Tennyson House
Cambridge Business Park
Cambridge
CB4 0WZ

Date: 7 October 2022

Ormiston Families

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

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

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

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

Ormiston Families

Group and Company Balance Sheets as at 31 March 2022

Company Number 02769307

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

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

The financial statements were approved by the trustees, and authorised for issue on 9th September 2022 and are signed on their behalf by:

RH Parkinson

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

HCatchpool

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

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

Ormiston Families

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

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

Analysis of changes in net debt

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

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

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2022

1 ACCOUNTING POLICIES

1.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

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

The financial statements are prepared in sterling which is the functional currency of the company and group. Exemption under FRS 102 has been taken not to prepare a separate charity entity cashflow statement, these cashflows are included within the group cashflow statement on page 28.

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

1.2 BASIS OF CONSOLIDATION

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

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

The income and expenditure account for the year dealt with in the accounts of the charity showed net income of £1,213,000 (2021 - £890,000).

1.3 COMPANY STATUS

The charity is a company limited by guarantee. The members of the charity are the Trustees named on page 42. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The number of members at 31st March 2022 was 14 (2021 - 12).

1.4 SIGNIFICANT JUDGEMENTS AND AREAS OF ESTIMATION DUE TO UNCERTAINTY

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

1.5 FUND ACCOUNTING

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

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

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

1.6 INCOME

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

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

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

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

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

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2022

(continued)

1 ACCOUNTING POLICIES (continued)

1.6 INCOME (continued)

Investment income is included on a receivable basis.

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

1.7 EXPENDITURE

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

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

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

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

All expenditure is inclusive of irrecoverable VAT.

1.8 GOING CONCERN

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

Having reviewed the key risks facing Ormiston Families, as well as the budget and cash flow forecast model, repayment of Government CBILS loan support and the expected level of reserves, the Trustees consider there are sufficient reserves held at 31 March 2022 to manage those risks and achieve the revised business plan. The Trustees believe that Ormiston Families and the Group have adequate resources to fund their activities for the foreseeable future including a period of at least 12 months from the date of signing these accounts. Accordingly, the Trustees are of the view that Ormiston Families and the Group are a going concern.

1.9 TANGIBLE FIXED ASSETS AND DEPRECIATION

All assets costing more than £500 are capitalised.

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

Freehold property	-	Over 50 years
Leasehold Property	-	Over the lease term
Fixtures and fittings and office equipment	-	15% to 50% straight line
IT operational hardware pool	-	Over 3 years straight line
Assets under construction	-	No depreciation

1.10 INTANGIBLE FIXED ASSETS AND DEPRECIATION

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

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

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2022

(continued)

1 ACCOUNTING POLICIES (continued)

1.11 INVESTMENTS

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

1.12 OPERATING LEASES

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

1.13 STOCKS

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

1.14 DEBTORS

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

1.15 CASH AT BANK AND IN HAND

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

1.16 LIABILITIES AND PROVISIONS

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

1.17 FINANCIAL INSTRUMENTS

The group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. Other specific measurements are as follows;

Tangible Fixed Assets - depreciated cost (note 13)

Investments - open market value and their historical cost (note 14)

Goodwill - amortised cost (note 12)

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

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

1.18 PENSIONS

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

1.19 Taxation

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

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

2 Income from donations and legacies

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

3 Income from charitable activities

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

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

4 Income from other trading activities

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

5 Trading subsidiary activities

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

Included within government furlough grants is £nil (2021 - £3,800) received after the year end, none of this income has been subject to clawback by HMRC.

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

6 Other income

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

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

7 Expenditure by type

Raising funds

	2022			2021		
	Unrestricted Funds £000	Restricted Funds £000	Total £000	Unrestricted Funds £000	Restricted Funds £000	Total £000
Cost of fundraising to generate voluntary income						
Wages and salaries	172	74	246	356	-	356
Events and other activity costs	118	48	166	117	-	117
	<u>290</u>	<u>122</u>	<u>412</u>	<u>473</u>	<u>-</u>	<u>473</u>
Total fundraising costs						
	290	122	412	473	-	473
Cost of trading to generate funds						
Trading subsidiary activities (note 5)	1,057	-	1,057	988	-	988
	<u>1,347</u>	<u>122</u>	<u>1,469</u>	<u>1,461</u>	<u>-</u>	<u>1,461</u>

Expenditure on charitable activities

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

8 Expenditure by activities

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

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

Ormiston Families

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

9 Analysis of support costs

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

10 Net income / (expenditure)

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

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

11 Staff

a Staff costs

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

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

b Staff numbers

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

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

Ormiston Families

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

(continued)

11 Staff

b Staff numbers (continued)

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

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

c Higher paid staff

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

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

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

d Key management personnel

The key management personnel of the charity comprise the trustees and the senior leadership team as listed on page 42. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the charity was £516,199 (2021 - £469,381).

Trustees are not remunerated for their services and are only reimbursed expenses representing travel, subsistence, postage and training in their official capacity. During the year 2 (2021 - 2) Trustees were reimbursed expenses totalling £273 (2021 - £248)

12 Intangible fixed assets

Group	Software £000	Goodwill £000	Total £000
Cost			
At 1 April 2021	-	119	119
Assets under construction	13	-	13
At 31 March 2022	13	119	132
Amortisation			
At 1 April 2021	-	91	91
Charged in year	-	19	19
At 31 March 2022	-	110	110
Carrying amount			
At 31 March 2021	-	28	28
At 31 March 2022	13	9	22

This Goodwill was acquired by and is held by the charity's trading subsidiary, Ormiston Families Enterprises Limited in respect of trading nursery acquisitions. This goodwill includes items such as customer lists and trading names. The software under construction is the licence for new operational control software for Ormiston Families.

Ormiston Families

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

(continued)

13 Tangible Fixed Assets GROUP

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

CHARITY

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

Ormiston Families

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

14 Fixed asset investments

Company name	Percentage shareholding
Ormiston Families Enterprises Limited	100

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

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

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

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

Profit and Loss

	Ormiston Families Enterprises Ltd		Blois Meadow Day Nursery Ltd	
	2021 £000	2020 £000	2021 £000	2020 £000
Turnover	884	651	243	213
Cost of sales	(704)	(641)	(191)	(193)
Gross Profit	180	10	52	20
Administrative expenses	(164)	(139)	(48)	(45)
Other operating income	2	135	-	37
Operating profit	18	6	4	12
Interest payable and similar expenses	-	(1)	-	(1)
Corporation tax charge	(4)	(4)	-	-
Profit for the year	14	1	4	11

Balance Sheet

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

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

Additional nil value shareholding

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

Other shareholdings

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

Ormiston Families

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

15 Stock

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

16 Debtors

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

Legacy income accrued

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

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

17 Creditors: Amounts falling due within one year

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

Deferred income

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

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

18 Creditors: Amounts falling due after more than one year

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

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

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

19 Statement of funds - Group

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

2020-21	Brought forward £'000	Income £'000	Expenditure £'000	Transfers in/(out) £'000	Carried forward £'000
Designated funds					
Tangible fixed assets	1,201	-	-	(81)	1,120
Unrestricted funds					
General fund	422	3,987	(4,076)	109	442
Ormiston Families Enterprises Limited	138	786	(789)	(28)	107
Blois Meadow Day Nursery Limited	(16)	250	(239)	-	(5)
	544	5,023	(5,104)	81	544
Total unrestricted funds	1,745	5,023	(5,104)	-	1,664
Restricted funds					
Families	646	3,033	(2,057)	-	1,622
Justice	192	268	(265)	-	195
	838	3,301	(2,322)	-	1,817
Total funds	2,583	8,324	(7,426)	-	3,481

Designated funds

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

Ormiston Families

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

(continued)

19 Statement of funds - Group (continued)

Restricted funds

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

Families

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

Justice

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

20 Analysis of Net Assets between Funds

Fund balances at 31 March 2022 are represented by:

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

Fund balances at 31 March 2021 are represented by:

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

21 Commitments under operating leases

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

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

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

Ormiston Families

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

(continued)

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

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

23 Analysis of cash and cash equivalents

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

24 Pension commitments

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

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

The pension cost charge represents contributions payable by the group to those funds and amounted to £193,000 (2021 - £154,000). There were contributions payable of £36,829 (2021 - £31,629) to the funds at the balance sheet date.

25 Related party transactions

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

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

Duncan Turner is also a director of DBS at CAS Ltd which provides the charitable group with Disclosure & Barring Service checks for staff and volunteers. Total fees charged in the year by DBS at CAS Limited were £4,461 (2021 - £3,661) and the balance outstanding at the year end was £295 (2021 - £198).

Derrick Louis is an Essex County Councillor, the charity receives rental and recharge income from Essex County Council for one children's centre, income charged for the year was £21,709 (2021 - £21,003).

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

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

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

26 Post balance sheet events

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

Ormiston Families

Reference and administrative details for the year ended 31 March 2022

Trustees

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

Patrons

Roger Graef OBE (until 2nd March 2022)
Saeed Atcha MBE DL

Chief executive and senior leadership team

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

Statutory auditors

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

Bankers

Barclays Bank plc
35 Market Hill
Sudbury
CO10 2EP

Solicitors

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

President

Lady Tollemache

Vice Presidents

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

Company secretary

Duncan Turner

Company registration number

02769307

Charity registration number

01015716

Registered office

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

ORMISTON FAMILIES

England & Wales - Charity number 1015716

Accounts

Registered number: 02769307
Charity number: 01015716

ORMISTON FAMILIES
(A Company Limited by Guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

CONTENTS

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

ORMISTON FAMILIES
(A Company Limited by Guarantee)
TRUSTEES' REPORT incorporating a directors' report
FOR THE YEAR ENDED 31 MARCH 2021

An introduction from our Chair and Chief executive

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

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

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

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

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

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

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

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

Small Steps Together service user.

Robert Parkinson, Chair

Allan Myatt, Chief executive

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

REPORT OF THE BOARD OF TRUSTEES

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

OBJECTIVES AND ACTIVITIES

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

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

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

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

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

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

Ormiston Families Group

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

ACHIEVEMENTS AND PERFORMANCE

Ormiston Families pandemic year: Our services

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

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

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

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

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

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

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

Highlights and progress against 2020/21 plans and objectives

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

FAMILIES

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

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

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

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

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

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

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

Jolene's story (Mpower)

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

Situation

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

Solution

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

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

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

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

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

Success

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

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

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

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

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

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

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

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

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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

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

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

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

Tanya's story (Small Steps Together)

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

Situation

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

Solution

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

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

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

Success

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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

JUSTICE

Our work with the families of offenders

Supporting 7,953 children, young people and their families through 19,910 personalised sessions

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

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

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

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

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

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

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

Samuel's story (Breaking Barriers)

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

Situation

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

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

Solution

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

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

Success

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

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

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

COMMERCIAL

Play Out Childcare

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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

Ormiston Families pandemic year: Our people

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

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

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

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

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

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

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

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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

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

Ormiston Families pandemic year: Our approach to fundraising

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

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

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

PLANS AND OBJECTIVES FOR 2021/22

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

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

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

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

FINANCIAL REVIEW

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

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

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

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

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

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

Reserves policy

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

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

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

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

Investment policy

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

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

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

Going concern

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

Principal Risks and Uncertainties

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

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

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

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

Method of appointment or election of trustees

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

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

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

Policies adopted for the induction and training of trustees

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

Organisational structure and decision making

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

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

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

ORMISTON FAMILIES
(A Company Limited by Guarantee)
TRUSTEES' REPORT incorporating a directors' report
FOR THE YEAR ENDED 31 MARCH 2021

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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

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

Related Parties

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

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

Our commitment to high standards of fundraising

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

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

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

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

Our commitment to the environment

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

Policy Principles:

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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

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

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

Environmental objectives for the financial year 2021/22

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

Acknowledgements

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

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

PRINCIPAL FUNDING

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

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

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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

The trustees (who are also directors of Ormiston Families for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP FRS102;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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

Disclosure of information to auditor

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

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

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

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



Robert Parkinson, Chair

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

ORMISTON FAMILIES
(A Company Limited by Guarantee)

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

Other information (continued)

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

ORMISTON FAMILIES
(A Company Limited by Guarantee)

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

ORMISTON FAMILIES

(A Company Limited by Guarantee)

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

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

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

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

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

Use of this Report

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



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

PRICE BAILEY LLP

Chartered Accountants Statutory Auditors

Tennyson House
Cambridge Business Park
Cambridge
CB4 0WZ

Date: 3 November 2021

Ormiston Families

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

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

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

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

Ormiston Families

Group and Company Balance Sheets as at 31 March 2021

Company Number 02769307

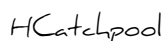
		Group		Company	
	Notes	2021 £000	2020 £000	2021 £000	2020 £000
Fixed assets					
Intangible assets	12	28	46	-	-
Tangible assets	13	1,120	1,201	1,120	1,201
Investments	14	114	114	110	110
Current assets					
Stock	15	4	10	4	10
Debtors	16	1,528	671	1,520	679
Cash at bank and in hand		1,499	1,093	1,339	1,051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

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

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



Robert Parkinson
Chair



Hannah Catchpool
Trustee

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

Ormiston Families

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

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

Analysis of changes in net debt

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

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

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2021

1 ACCOUNTING POLICIES

1.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

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

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

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

1.2 BASIS OF CONSOLIDATION

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

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

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

1.3 COMPANY STATUS

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

1.4 SIGNIFICANT JUDGEMENTS AND AREAS OF ESTIMATION DUE TO UNCERTAINTY

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

1.5 FUND ACCOUNTING

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

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

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

1.6 INCOME

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

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

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

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

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2021

(continued)

1 ACCOUNTING POLICIES (continued)

1.6 INCOME (continued)

Investment income is included on a receivable basis.

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

1.7 EXPENDITURE

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

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

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

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

All expenditure is inclusive of irrecoverable VAT.

1.8 GOING CONCERN

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

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

1.9 TANGIBLE FIXED ASSETS AND DEPRECIATION

All assets costing more than £500 are capitalised.

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

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

1.10 INTANGIBLE FIXED ASSETS AND DEPRECIATION

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

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

Ormiston Families

Notes to Financial Statements for the year ended 31 March 2021

(continued)

1 ACCOUNTING POLICIES (continued)

1.11 INVESTMENTS

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

1.12 OPERATING LEASES

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

1.13 STOCKS

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

1.14 DEBTORS

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

1.15 CASH AT BANK AND IN HAND

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

1.16 LIABILITIES AND PROVISIONS

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

1.17 FINANCIAL INSTRUMENTS

The group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. Other specific measurements are as follows;

Tangible Fixed Assets - depreciated cost (note 13)

Investments - open market value (note 14)

Goodwill - amortised cost (note 12)

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

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

1.18 PENSIONS

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

1.19 Taxation

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

Ormiston Families

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

(continued)

2 Income from donations and legacies

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

3 Income from charitable activities

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

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

4 Income from other trading activities

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

5 Trading subsidiary activities

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

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

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

6 Investment income

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

Other income

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

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

7 Expenditure by type

Raising funds

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

Cost of trading to generate funds

Trading subsidiary activities (note 5)	988	-	988	1,071	-	1,071
	1,461	-	1,461	1,578	-	1,578

Expenditure on charitable activities

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

8 Expenditure by activities

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

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

Ormiston Families

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

(continued)

9 Analysis of support costs

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

10 Net income / (expenditure)

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

	2021 £000	2020 £000
Depreciation of tangible fixed assets		
- owned by the charity	86	122
- owned by the subsidiary company	-	1
Amortisation of intangible fixed assets	18	18
Operating lease rentals		
- plant and machinery	5	13
- other operating leases	113	122
Fees payable to auditor for :		
- audit of the charity	10	10
- audit of the subsidiary companies	7	7
- other services	3	2
	132	165

11 Staff

a Staff costs

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

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

b Staff numbers

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

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

Ormiston Families

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

(continued)

11 Staff

b Staff numbers (continued)

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

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

c Higher paid staff

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

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

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

d Key management personnel

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

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

12 Intangible fixed assets

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

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

Ormiston Families

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

13 Tangible Fixed Assets GROUP

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

CHARITY

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

Ormiston Families

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

14 Fixed asset investments

Company name	Percentage shareholding
Ormiston Families Enterprises Limited	100

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

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

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

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

Profit and Loss

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

Balance Sheet

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

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

Additional nil value shareholding

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

Other shareholdings

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

Ormiston Families

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

(continued)

15 Stock

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

16 Debtors

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

Contingent asset – legacy income

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

17 Creditors: Amounts falling due within one year

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

Deferred income

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

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

18 Creditors: Amounts falling due after more than one year

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

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

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

19 Statement of funds - Group

2020-21	Brought forward £'000	Income £'000	Expenditure £'000	Transfers in/(out) £'000	Carried forward £'000
Designated funds					
Tangible fixed assets	1,201	-	-	(81)	1,120
Unrestricted funds					
General fund	422	3,987	(4,076)	109	442
Ormiston Families Enterprises Limited	138	786	(789)	(28)	107
Blois Meadow Day Nursery Limited	(16)	250	(239)	-	(5)
	544	5,023	(5,104)	81	544
Total unrestricted funds	1,745	5,023	(5,104)	-	1,664
Restricted funds					
Families	646	3033	(2,057)	-	1622
Justice	192	268	(265)	-	195
	838	3,301	(2,322)	-	1,817
Total funds	2,583	8,324	(7,426)	-	3,481

2019-20	Brought forward £'000	Income £'000	Expenditure £'000	Transfers in/(out) £'000	Carried forward £'000
Designated funds					
Tangible fixed assets	1,313	-	-	(112)	1,201
Unrestricted funds					
General fund	468	4,189	(4,343)	108	422
Ormiston Families Enterprises Limited	109	840	(815)	4	138
Blois Meadow Day Nursery Limited	6	280	(302)	-	(16)
	583	5,309	(5,460)	112	544
Total unrestricted funds	1,896	5,309	(5,460)	-	1,745
Restricted funds					
Families	589	1,559	(1,502)	-	646
Justice	91	278	(177)	-	192
	680	1,837	(1,679)	-	838
Total funds	2,576	7,146	(7,139)	-	2,583

Designated funds

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

Ormiston Families

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

(continued)

19 Statement of funds - Group (continued)

Restricted funds

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

Families

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

Justice

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

Purpose of transfers

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

20 Analysis of Net Assets between Funds

Fund balances at 31 March 2021 are represented by:

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

Fund balances at 31 March 2020 are represented by:

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

Ormiston Families

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

(continued)

21 Commitments under operating leases

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

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

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

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

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

23 Analysis of cash and cash equivalents

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

24 Pension commitments

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

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

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

Ormiston Families

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

(continued)

25 Contingent liabilities

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

26 Related party transactions

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

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

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

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

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

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

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

27 Post balance sheet events

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

Ormiston Families

Reference and administrative details for the year ended 31 March 2021

Trustees

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

President

Lady Tollemache

Vice Presidents

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

Patrons

Roger Graef OBE
Saeed Atcha MBE DL

Chief executive and senior leadership team

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

Statutory auditors

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

Company secretary

Duncan Turner

Company registration number

02769307

Bankers

Barclays Bank plc
35 Market Hill
Sudbury
CO10 2EP

Charity registration number

01015716

Solicitors

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

Registered office

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