The Centre for Emotional Health

England & Wales · Charity number 1062514

Details

Other names	FAMILY LINKS (EDUCATIONAL PROGRAMMES)
Status	Registered
Legal form	Charitable company
Company number	03323287
Registered	1997-05-22
Register	View on the Charity Commission register

Contact

Address	UNITS 2 & 3 Fenchurch Court Bobby Fryer Close Oxford OX4 6ZN
Phone	01865401800
Email	hello@emotionalhealth.org.uk
Website	www.centreforemotionalhealth.org.uk

Activities

Objects: TO ENCOURAGE AND TEACH NURTURING AND RELATIONSHIP SKILLS AND THE PREVENTION OF NEGLECT AND ABUSE, THROUGH EDUCATIONAL INSTITUTIONS, FAMILIES AND THE COMMUNITY, AND TO PROMOTE PUBLIC UNDERSTANDING OF THE IMPORTANCE OF EDUCATION OF EMOTIONAL SELF-AWARENESS.

Activities: Family Links is a national charity dedicated to the promotion of emotional health at home, at school and at work. We offer high-quality training in the Nurturing Programme to promote the development of good emotional health and relationships. Our aim is to enable children and adults to realise their individual potential, enjoy positive relationships and live healthy and fulfilled lives.

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Classification

- **How:** Provides Human Resources, Provides Services
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Economic/community Development/employment
- **Who:** Children/young People, People With Disabilities, Other Defined Groups, The General Public/mankind

Geography

- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£1,365,916	£1,556,706	£570,612	19
2024-08-31	£1,618,515	£1,783,393	£761,402	20
2023-08-31	£1,464,579	£1,499,176	£926,281	19
2022-08-31	£1,483,020	£1,193,276	£960,878	16
2021-08-31	£917,437	£903,352	£671,134	14

Trustees

Name	Role	Appointed
Emma Margaret Judge	Chair	2020-12-10
Diane Gray-Stephenson		2026-03-18
Eimear Francis McInerney		2024-06-20
Gordon Douglas Beach		2020-12-10
Masood Hassan		2021-03-16
Thomas Pease		2024-03-26
Wendy Elizabeth Rose OBE		2019-06-06

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The Centre for Emotional Health

England & Wales - Charity number 1062514

Accounts

THE CENTRE FOR
EMOTIONAL
HEALTH
HOME OF FAMILY LINKS

The Centre for Emotional Health
(previously Family links (Educational Programmes))

(A company limited by guarantee)

Report and Financial Statements

for the year ended

31st August 2025

Registered charity number: 1062514

Registered company number: 03323287

The Centre for Emotional Health

Report of the Trustees
for the year ended 31st August 2025

The trustees present their annual report together with the audited financial statements of the charity for the year ended 31st August 2025, which are also prepared to meet the requirements of a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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 2016).

Chair's introduction to the annual report 2025

Welcome to our annual report, the first full year as the Centre for Emotional Health and my first as Chair of Trustees. Let me start by thanking our outgoing chair, Hilary Emery for her wonderful contribution to the Centre over many years – her wisdom, humour and compassion will be greatly missed although she remains involved as one of our esteemed advisors.

Like most charities, 2024/25 has not been an easy year, but I believe that we leave it behind us stronger than ever before. The team have done an excellent job of focusing our activities to ensure we are delivering on our charitable objectives and continuing to build awareness of the importance of emotional health. This is no easy task when faced with so much uncertainty across the whole sector and the challenging circumstances our critical partners, commissioners, local authorities and schools, are facing.

We believe that healthy, positive relationships are fundamental to emotional health, and we continue to build on these partnerships to deliver programmes that support families, communities and workplaces. We are so grateful for the trust placed in us by those partners and meeting their needs now and in the future has been our 'north star' this year.

We are excited about the future – the Best Start Family Hubs program is a wonderful opportunity to support the emotional health of everyone involved – parents, young people, carers and the staff who support them. We are working with schools as they focus on parental and carer engagement and bringing our skills-based approach to building emotional health to the workplace. Alongside this practical support we continue to build understanding and awareness of emotional health working with other organisations through the Emotional Health Alliance.

It is an honour to be the chair of such a committed and focused charity, and I would like to thank everyone involved - my fellow trustees, the core team at the Centre for Emotional Health and all our facilitators out in the field who make a difference every day.

Emma Judge
Chair of Trustees

Report of the Trustees
for the year ended 31st August 2025

Reference and administrative details

Charity number:	1062514
Company number:	03323287
Registered office:	Units 2&3 Fenchurch Court, Bobby Fryer Close, Oxford, OX4 6ZN

Our advisers

Auditors	Wenn Townsend, 30 St Giles, Oxford, OX1 3LE
Bankers	CAF Bank Ltd, 25 Kings Hill Avenue, West Malling, Kent, ME19 4JQ

Organisational details

The Trustees of The Centre for Emotional Health (previously Family Links (Educational Programmes) are directors for the purposes of company law and Trustees for the purposes of charity law (hereafter referred to as the Trustees). Trustees and officers serving during the year and since the year-end were as follows:

Hilary Emery (resigned March 2025)
Vanessa Emmett
Gordon Beach
Masood Hassan
Eimear McInerney
Rosalind Portman (resigned September 2024)
Wendy Rose
Emma Judge
Thomas Pease

Founding trustee - Rosalind Portman

Key Management personnel

Peter Leonard	-	Chief Executive
Sally Alden	-	(Executive) Director of Funding and External Relations
Rowen Smith	-	(Executive) Director of Training
Phillippa Collyer	-	(Executive) Director of Operations

Structure, Governance and Management

Governing Document

The Centre for Emotional Health is a charity registered with the Charity Commission and operates through a company limited by guarantee, and subject to its Memorandum and Articles of Association.

Appointment of Trustees

As set out in the Articles of Association, the chair of the trustees is elected by the trustees. New trustees are co-opted onto the board of trustees. The term of service for a trustee is 4 years, renewable once, hence is usually not more than 8 years. The directors may vote to extend the maximum term of office of the Chair, Vice-Chair and Treasurer by one more term (four more years) if the needs of the organisation require it.

Trustee induction and training

Potential and new trustees are given a copy of the Charity Commission publication "The Essential Trustee: What you need to know, what you need to do (CC3)", together with the most recent annual report, the strategic plan, a Trustees' Handbook and other relevant papers and materials relating to The Centre for Emotional Health. They are invited to meet the staff and observe The Centre for Emotional Health training courses, where appropriate.

Organisation

The board of trustees administers the charity. The board meets every three to four months. The Chief Executive is appointed by the trustees to manage the day-to-day operations of the charity, and has delegated authority, within terms of delegation approved by the trustees, for operational matters, including finance, employment and training. The Chief Executive is supported by a team of three Executive Directors.

Pay policy

The Centre for Emotional Health has a pay policy for staff, which ensures that salary decisions consider motivation, retention, affordability, appropriateness for the sector and the beneficiary context, and impact on the organisation as a whole. The pay of all staff is reviewed annually, and any increase is approved by the trustees.

Related parties and co-operation with other organisations

None of the trustees receives remuneration or other benefit from their work with the charity. Trustee donations to The Centre for Emotional Health amounted to £4,375 in the year (2023-24 - £3,125) of which £875 (2023-24 - £625) relates to gift aid claimed on the donation.

Objectives and activities

Summary of Purposes and Activity

The Centre for Emotional Health is a national charity dedicated to the promotion of emotional health. We offer high-quality training and resources for professionals working with families, school and university staff, employees in the workplace and other community organisations.

The purposes of The Centre for Emotional Health as set out in the objects contained in the company's memorandum of association are:

- To encourage and teach nurturing and relationship skills and the prevention of neglect and abuse, through educational institutions, families and the community; and
- To promote public understanding of the importance of the education of emotional self-awareness.

The Centre for Emotional Health's vision is for everyone to live an emotionally healthy life. Our mission is to promote an approach to life and relationships that equips and supports families and communities to be emotionally healthy.

Main Activities undertaken to further public benefit

The trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties.

In 2024-25 we continued to work on our strategic goals which are:

1. **Develop the way we evaluate our impact and increase our independent evidence base.**
   Refine and develop our organisational theory of change and find the right measures and methodologies to meaningfully capture our impact, which we will communicate in accessible ways. Establish a regular and consistent team reflection process to continually develop our practice and ensure a good level of emotional health within the staff team.

2. **Increase the number of people trained to deliver our range of programmes based on The Nurturing Programme.**
   Maintain and develop relationships with existing commissioners, building on Learning Partnerships and encouraging advocacy for us. Increase the knowledge of our existing customer base including their needs, plans and challenges to inform our strategy and direction. Use this knowledge and these relationships to grow our training and resources sales. Work with increasing numbers of schools and education settings (through, for example, Alliances and Multi Academy Trusts, as well as partnerships in geographical areas) emphasising depth as well as breadth in our work. Upskill more PGLTs to work across our range of programmes and in education settings, exploring the use of local professionals as practitioners and champions.

3. **Model a relational way of working, internally and externally, which builds The Centre for Emotional Health community.**
   Model a way of relating based on our emotional health framework. We will explore ways to maintain and develop connection amongst all those who are part of the wider community we engage with.

4. **Increase awareness of what Emotional Health is and its importance in leading a healthy life.**
   Create a communications strategy and action plan to ensure we present a clear message to the right people. Develop research into emotional health through various partnerships and build relationships with national government and other third sector organisations.

5. **Develop an organisational culture which is digitally aware to enhance the way we work.**
   Build a clear and user-friendly website which includes online booking capability and online shop together with accessible information and an impact and evidence page. Review all our systems to ensure that we have the most cost-effective and efficient way of running our operation and enable our hybrid working policy.

6. **Develop a sustainable organisation.**
   Ensure financial and organisational sustainability by monitoring our capacity levels so we can respond to opportunities by making decisions about what and what not to do. Continue to assess and improve our impact on the environment. As a team we will constantly look for ways to ensure we embed equity, diversity and inclusion and maintain an emotionally healthy work environment.

Achievements, Performance and Future Plans

This has been another challenging year with our primary customers, local authorities, continuing to face funding restrictions as well as the introduction of Best Start family Hubs which meant a pause on spending as local authorities waited to receive information on funding and processes. Additionally, many of the Trusts and Foundations we have traditionally raised funds from stopped or restricted funding and so we had to make significant changes to our original budget.

As a result of this context, we undertook a restructuring exercise in late 2024 / early 2025 which saw a reduction in our fixed costs but more importantly enabled us to operate more flexibly, nimbly, and efficiently. This together with very careful cost control, an increased drive on supporting our stretched customers and seeking to engage with new customers resulted in a smaller deficit than we had forecast at the end of the financial year. This is due to the incredibly hard work of the whole staff team and both I and the trustees are extremely grateful.

Despite having to navigate this (and we are grateful for our model of Emotional Health which is a very valuable resource

to help with this) we have continued to deliver on our strategic plan.

We are grateful for the support of The Cranfield Trust who supplied us with a pro bono consultant to help us look at our business model and ways we might increase our income further so that our operating costs are covered by this and fundraising is for specific projects only. We devised a set of objectives and key results to move in this direction over the coming two to three years recognizing that this is an ambitious target. This coming year we will continue to work on the objectives.

We successfully recruited an Impact and Research Coordinator to support our Strategic Head of Impact and Research. This has enabled further analysis of our data and communicating our impact in a meaningful way. We have also developed and increased our Research Advisory Group, overhauled our Learning Partnership scheme and presented at a number of conferences as well as host our own very successful series of webinars. We continue to embed our new Makerble software and plan to expand that to local groups ove the coming twelve months.

We have carried out an extensive review of The Nurturing Programme which we had planned to implement this year. However, given the scale of the review and the challenging context we decided to delay this by one year and so gave ourselves more time to update our resources and ensure we are delivering based on the latest research. Our Programme Team has worked exceptionally hard on this, and we are looking forward to launching the updated Programme.

We launched our new website which is much clearer and more accessible, and we continue to refine and update that which is much easier on the new platform. We secured funding for series three of our podcast 'Emotionally Speaking' and were delighted with the guests and the response to the episodes.

We delivered the first of our Emotional Health in the Workplace training which was very well received, and we are excited about how this will develop over the coming months and years.

We have continued to support many individual schools across the country with resources to enable them to deliver The Nurturing Programme in their settings and we have continued to develop our partnership with multi academy trusts especially those establishing community hubs.

The Emotional Health Alliance continues to grow and is a source of inspiration, support and partnerships for many of the 130 organisations and individuals who are part of it.

Over the coming year the process of setting up Best Start Family Hubs as well as increased devolution and restructuring of local authorities provide us with great opportunities for parents and families to benefit from The Nurturing Programme and our Emotional Health model. Despite the difficult economic circumstances, we are well placed to respond to these opportunities.

Fundraising Activities

Our Director of External Relations completes grant applications and carries out fundraising activities with support from colleagues and trustees, to raise funds for the charity. Whilst a good proportion of our income is generated by sales of trainings and resources, we rely on donations and grants:

- to deliver specific projects;
- to cover some of our core costs;
- to carry out programme development;
- to carry out research, impact measurement and evaluation; and
- to increase public awareness and understanding of the importance of emotional health.

In the 2024-25 financial year, we were grateful to have received funding from The Peter Cundill Foundation, The John Armitage Charitable Trust, Dulverton Trust, The Tedworth Charitable Trust, and The Pease Charitable Trust, amongst others. A total of 16.5% of our total revenue for the year came from donations and grants.

We do not use professional fundraisers or involve commercial participators. There have been no complaints about fundraising activity this year or in previous years.

The charity has due regard to the Code of Fundraising Practice in the UK. All the charity's marketing activities are GDPR compliant, and care is taken to ensure that they are not persistent or intrusive. Marketing e-mails contain clear details of how to unsubscribe to future communications and care is taken to limit the quantity of e-mails sent out.

Financial review

Financial Position

At the end of the financial year we incurred an overall deficit of £191k (2024: a deficit of £165k). However, this deficit was the result of a £45k restricted and £146k unrestricted loss (2024: £49k restricted and £115k unrestricted loss). Our reserves are still healthy which puts us in a good position to continue to expand our reach, ensuring core costs are covered in spite of rising expenditure levels.

Principal risks and uncertainties

Our principal risks and uncertainties are documented in our risk register, which is maintained by the executive directors with identified risks reviewed quarterly by the trustees. It includes financial and operational areas of risk, as well as governance, reputational risk, and external influences. These risks are regularly reviewed, and systems and procedures to manage them implemented.

Factors that may have an adverse effect on our financial performance going forward and measures we are taking to mitigate include:

- the financial challenges, new funding constraints for our commissioners and increasing costs and reducing budgets;
    - We continue to work hard to develop and maintain positive relationships with all of our customers so that we can support them as they manage increasingly challenging budgets.
    - We are actively seeking to increase our customer base across the UK by cross selling to existing customers as well as engaging new ones.
    - Through our education and workplace offer we are diversifying our training customer base.
- the risk of centrally managed authorities favouring programmes with clinically measurable child outcomes over The Nurturing Programme which focusses on adult outcomes and the subsequent impact on the children in their care. We have developed a good relationship with the Department for Education who are happy to allow local authorities to choose our programmes and indicated we will be on their approved list in early 2026.
- a reduction in funding from Trusts and Foundations, some are spending out and others are reevaluating their areas of interest.
    - We continue to develop and maintain relationships with a wide range of trusts and grant making bodies.

Reserves policy and going concern

We regularly review our reserves policy to take into consideration the long-term impact of necessary investment into programme development and evaluation, and the need for financial security in economically uncertain times. For the past few years our policy has been to keep a level of reserves sufficient to meet our closing costs plus two months' worth of operating costs as a minimum and aim for unrestricted reserves sufficient to cover closing costs plus six months' worth of operating costs. We consider this policy still to be appropriate for us. At the end of the 2024-25 financial year, the range of reserves within this policy was £444K to £869K (2023-24 £435K to £832K). Free reserves at 31st August 2025 were £540,370 (2024 - £679,517) which is sufficient to cover 5 months' of fixed costs.

Report of the Trustees
for the year ended 31st August 2025

Trustees' Responsibilities

The Trustees are responsible for preparing a trustee's annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company, and of the incoming resources and application of resources, including the income and expenditure of the charity for that period. In preparing the financial statements, the trustees are required to:

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence 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

Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charity's auditor is unaware, and
- the trustees have taken all steps that they ought to make themselves aware of that information.

This report has been prepared having taken advantage of the small companies exemption in the Companies Act 2006.

By order of the board of trustees.

Emma Judge.

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Emma Judge, Chair of Trustees

27 January 2026

Independent auditors' report to members of The Centre for Emotional Health

Opinion

We have audited the financial statements of The Centre for Emotional Health (the 'charitable company') for the year ended 31st August 2025 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cashflows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st August 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 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.

Matters on which we are required to report by exception

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

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

Independent auditors' report to members of The Centre for Emotional Health (continued)

Responsibilities of trustees
As explained more fully in the trustees' responsibilities statement set out on page 8, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements
We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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

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

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management, those charged with governance around actual and potential litigation and claims;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;

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.

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

Lee Baker BA FCA
Senior Statutory Auditor
For and on behalf of Wenn Townsend
Statutory Auditor
Oxford

2nd March 2026

The Centre for Emotional Health
Statement of Financial Activities
(including income and expenditure account)
for the year ended 31st August 2025

	Note	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Income							
Donations and Grants	2	213,328	12,400	225,728	232,259	124,745	357,004
Income from charitable activities:							
Provision of training and development	3a	853,292	-	853,292	872,370	-	872,370
Sale of support resources	3b	266,802	-	266,802	343,448	-	343,448
Income from other activities:							
Gain on disposal of fixed assets	4	-	-	-	75	-	75
Investment income	5	20,094	-	20,094	45,617	-	45,617
Total income		1,353,516	12,400	1,365,916	1,493,770	124,745	1,618,515
Expenditure							
Costs of raising funds:							
Fundraising costs	6	50,988	-	50,988	52,001	58	52,059
Expenditure on charitable activities:							
Cost of training and development	7a	1,252,922	56,299	1,309,221	1,346,166	158,759	1,504,925
Sale of support resources	7b	195,859	638	196,497	211,006	15,403	226,409
Total expenditure		1,499,769	56,937	1,556,706	1,609,173	174,220	1,783,393
Net income/(expenditure)		(146,253)	(44,537)	(190,790)	(115,403)	(49,475)	(164,878)
Transfers between funds	16	-	-	-	-	-	-
Reconciliation of funds							
Total Funds brought forward		694,215	67,187	761,402	809,618	116,662	926,280
Total Funds carried forward		547,962	22,650	570,612	694,215	67,187	761,402
Represented by:							
Tangible fixed assets		7,587	-	7,587	14,700	-	14,700
Stock		61,358	-	61,358	73,847	-	73,847
Debtors		59,000	-	59,000	105,997	-	105,997
Cash at bank and in hand		631,740	22,650	654,390	824,827	72,238	897,065
Current liabilities		(211,723)	-	(211,723)	(325,156)	(5,051)	(330,207)
Total funds carried forward		547,962	22,650	570,612	694,215	67,187	761,402

The statement of financial activities includes all gains and losses recognised in the period.

All income and expenditure derive from continuing activities.

The Centre for Emotional Health

Balance Sheet
As at 31st August 2025

	Note	2025		2024	
		£	£	£	£
Fixed assets					
Tangible assets	12	7,592		14,700	
			7,592		14,700
Current assets					
Stocks		61,358		73,847	
Debtors	13	59,000		105,997	
Short term investments		627,149		600,000	
Cash at bank and in hand		27,241		297,065	
		774,748		1,076,909	
Creditors: amounts falling due within one year	14	(211,723)		(330,207)	
Net current assets			563,025		746,702
Net assets			570,612		761,402
The funds of the charity:					
Unrestricted funds			547,962		694,215
Restricted funds	16		22,650		67,187
Total charity funds			570,612		761,402

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime. The financial statements on pages 12 to 22 were approved by the Trustees on 27 January 2026 and signed on their behalf by:

Emma Judge, Chair of Trustees

Registered Company No: 03323287

The Centre for Emotional Health

Statement of Cash Flows
for the year ended 31st August 2025

	Total 2025 £	Total 2024 £
Cash flows from operating activities		
Net movement in funds	(190,790)	(164,878)
Adjustments for:		
Depreciation	7,108	7,642
Interest receivable	(20,094)	(45,617)
Working Capital Changes:		
Movement in current assets:		
(Increase)/Decrease in stock	12,491	(29,018)
(Increase)/Decrease in debtors	46,998	5,769
Movement in current liabilities:		
(Increase)/Decrease in creditors	(118,483)	(81,019)
Net cash inflow/(outflow) from operating activities	**(262,770)**	**(307,121)**
Cash flows from investing activities		
Interest received	20,094	45,617
Purchase of tangible fixed assets	-	(8,455)
Cash used in investing activities	**20,094**	**37,162**
Increase in cash and cash equivalents in the year	**242,676**	**(269,959)**
Cash and cash equivalents at the beginning of the year	**897,066**	**1,167,025**
Total cash and cash equivalents at the end of the year	**654,390**	**897,066**

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation

The Centre for Emotional Health is a company limited by guarantee in England and Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity. The address of the registered office is given in the charity information on page 2 of these financial statements. The nature of the charity's operations and principal activities is noted in the Trustees Report.

The charity constitutes a public benefit entity as defined by FRS 102. These financial statements have been prepared on an accruals basis 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, and UK Generally Accepted Accounting Practice

The financial statements are prepared on a going concern basis under the historical cost convention or transaction value unless otherwise stated. The financial statements are presented in sterling, which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

b) Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. They have concluded that the budgeted income and expenditure is sufficient with the level of reserves held for the charity to be able to continue as a going concern.

c) Revenue recognition

Income is included when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred. Government grants in respect of the Coronavirus Job Retention Scheme were recognised in the SOFA in the period in which the charity was entitled to such grants as a result of having furloughed staff members.

Income received in advance of training courses being provided is deferred until the criteria for income recognition are met (see note 14).

Accounting policies (continued)

d) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is either upon notification of the interest paid or payable by the bank or after calculation of interest due based on terms of the deposit certificate.

f) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Restricted funds are donations and grants which the donor has specified are to be solely used for particular areas of the charity's work.

g) Expenditure and irrecoverable VAT

Expenditure is included once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise a proportion of employment costs of staff working on fundraising events and grant applications, and any costs accruing to those activities.
- Expenditure on charitable activities includes all costs incurred in providing training courses and in supplying support resources, as well as costs incurred in developing new training formats and resources and other programme delivery costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h) Allocation of support costs

Support costs are the functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include operational back-office costs, finance, personnel, payroll and governance costs, which support the charity's activities. The bases on which support costs have been allocated are set out in notes 8 and 9.

i) Operating leases

The charity classifies the lease of photocopiers and mobile phones as operating leases; the title to the equipment remains with the lessor, and the equipment is replaced at the end of the lease term. Rental charges are charged on a straight-line basis over the term of the lease.

Accounting policies (continued)

j) Tangible fixed assets

Individual fixed assets costing £250 or more are capitalised at cost, and depreciated over their estimated useful economic lives as follows:

Leasehold improvements	over the life of the lease
Computer equipment	over three years, straight line
Other office equipment	over five years, straight line

Website costs are accounted for through the statement of financial activities in the year in which they are incurred, and are not capitalised.

k) Stock

Stock consists of printed books, games, training resources and purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Donated items of stock are included at fair value, which is the amount the charity would have been willing to pay for the items on the open market.

l) Debtors

Trade debtors are recognised at the settlement amount, and prepayments are valued at the amount prepaid.

m) Cash at bank and in hand

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

n) Creditors and provisions

Creditors and provisions are included where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

o) Employee benefits

The charity operates a defined contribution pension scheme. The cost of the contributions made to the scheme is charged to the SOFA as it becomes payable. The charity also runs an auto-enrolment pension scheme to comply with statutory requirements. The defined contribution from the charity is paid as the employer's contribution, whilst the employees' contributions top this up to keep the total in line with the statutory minimum provision. Employees choosing to opt out of the auto-enrolment pension continue to have the employer's contribution made to their personal pension.

p) Taxation status

The charitable company is a registered charity with no trading activities and therefore has no liability to corporation taxation.

Notes to the accounts for the year ended 31st August 2025 (continued)

2 Income from donations and grants	Unrestricted	Restricted	Total 2025	Total 2024
	£	£	£	£
Donations				
Mr and Mrs Emmett (incl Gift Aid)	-	-	-	2,500
Rozzie Portman	1,775	-	1,775	-
All About Thriving	5,000	-	5,000	
Charity Mentors Oxfordshire	200	-	200	245
Others including Gift Aid	3,045	-	3,045	-
Justgiving	1,639	-	1,639	24
Reclassify Core Funding	11,000	-	11,000	-
Gift Aid Recoverable	679	-	679	-
	23,338	-	23,338	2,769
Grants				
The A. D. Charitable Trust	-	-	-	30,000
Bristol Council	-	-	-	28,000
Core Filing	-	-	-	5,000
The Dulverton Trust	35,000	-	35,000	35,000
Fidelity UK – Digital Project	-	-	-	81,245
The Headley Trust	-	-	-	2,000
Inchcape	-	-	-	2,500
The John Armitage Charitable Trust	45,000	-	45,000	45,000
Pease Charitable Trust	10,000	-	10,000	10,000
The Pye Charitable Settlement	-	2,400	2,400	-
The Peter Cundill Foundation	99,990	-	99,990	99,990
Project – 3D Coaching	-	-	-	1,000
The Tedworth Charitable Trust	-	10,000	10,000	14,500
	189,990	12,400	202,390	354,235
Total Legacies, Donations and Grants:	213,328	12,400	225,728	357,004

3 Income from charitable activities

a) Training and development

	Unrestricted	Restricted	Total 2025	Total 2024
			£	£
10-week Parent Group Leader programme	617,350	-	617,350	480,915
Other programmes	235,942	-	235,942	391,455
	853,292	-	853,292	872,370

b) Sale of support resources:

The Parenting Puzzle	102,026	-	102,026	158,880
Games, manuals and other resources	164,776	-	164,776	184,568
	266,802	-	266,802	343,448

4 Income from other activities

Income from sale of fixed assets

Proceeds on disposal of fixed assets	-	75
Gain on disposal of fixed assets	-	75

5 Investment income

All of the charity's investment income of £20,094 (2024 – £45,617) arises from money held in interest bearing deposit accounts.

6 Analysis of fundraising costs

	Note	Unrestricted	Restricted	Total 2025	Total 2024
		£	£	£	£
Wages and salaries		28,966	-	28,966	32,926
Pensions		1,825	-	1,825	2,078
Books and subscriptions		1,046	-	1,046	913
Governance costs	8	537	-	537	937
Support costs	9	18,614	-	18,614	15,205
		50,988	-	50,988	52,059

7 Analysis of expenditure on charitable activities

a) Training and development

	Note	Unrestricted £	Restricted £	Total 2025 £	Total 2024 £
Wages and salaries		228,440	33,700	262,140	429,756
Pensions		13,946	-	13,946	25,192
Consultancy and freelance trainers		144,921	1,927	146,848	166,452
Travel, accommodation and subsistence		78,130	-	78,130	86,742
Training materials		6,139	26	6,165	15,654
Games, manuals and resources		47,661	-	47,661	47,501
Carriage of resources		6,524	-	6,524	7,071
Venue hire and refreshments		47,764	-	47,764	43,651
Evaluation and development costs		99,628	14,104	113,732	79,680
Promotion costs		248,455	6,542	254,997	323,300
Filming and photographs		-	-	-	-
Website maintenance		4,877	-	4,877	4,780
Professional indemnity insurance		861	-	861	725
Governance costs	8	9,131	-	9,131	15,926
Support costs	9	316,445	-	316,445	258,495
		1,252,922	56,299	1,309,221	1,504,925

b) Support resources

	Note	Unrestricted £	Restricted £	Total 2025 £	Total 2024 £
Wages and salaries		54,353	-	54,353	52,137
Pensions		3,522	-	3,522	3,363
Games, manuals and resources		89,484	638	90,122	125,685
Carriage of resources		10,196	-	10,196	12,940
Governance costs	8	1,075	-	1,075	1,874
Support costs	9	37,229	-	37,229	30,410
		195,859	638	196,497	226,409

8 Allocation of Governance costs

a) Unrestricted

	Training & development £	Sale of support resources £	Fund-raising £	Total 2025 £	Total 2024 £
Audit and accountancy	7,356	865	433	8,654	6,892
Other professional fees	544	65	32	641	10,186
Bank and transaction charges	1,220	144	72	1,436	1,505
Trustee meeting and travel costs	11	1	-	12	154
	9,131	1,075	537	10,743	18,737

9 Allocation of support costs

a) Unrestricted	Training & development £	Sale of support resources £	Fund-raising £	Total 2025 £	Total 2024 £
Postage, stationery and photocopying	2,794	329	164	3,287	4,364
Telephone and internet	3,727	439	219	4,385	6,314
Insurance	3,097	364	182	3,643	3,894
Rent and rates	53,779	6,327	3,163	63,269	63,734
Repairs and maintenance	5,641	664	332	6,637	12,362
Utilities	4,775	562	281	5,618	5,721
Wages and salaries	197,168	23,196	11,598	231,962	141,676
Recruitment costs	893	105	53	1,051	1,099
Pensions and death in service	14,501	1,706	853	17,060	12,024
Staff development	3,268	384	192	3,844	4,897
Travel, accommodation and subsistence	4,736	557	279	5,572	19,578
Depreciation	6,042	711	355	7,108	7,640
Computer and ISP costs	15,259	1,795	898	17,952	18,556
Bad debts	(140)	(17)	(8)	(165)	233
Subscriptions	905	107	53	1,065	858
	316,445	37,229	18,614	372,288	302,950

Support costs are allocated proportionately based on the level of staff costs in each area of activity.

b) Restricted	Training & development £	Sale of support resources £	Fund-raising £	Total 2025 £	Total 2024 £
Staff development	-	-	-	-	1,160
	-	-	-	-	1,160

	2025 £	2024 £
Auditors' remuneration - audit services	8,654	6,892

10 Trustees' remuneration and expenses reimbursed

No remuneration was paid to the Trustees during the period (2024: Nil). Trustees claimed reimbursement for travel expenses during the period of £12 (2024 - £154).

11 Staff costs

The average number of employees during the period was 22 (full time equivalents: 20.9) (2024: 23, FTE: 21.6).

The charity contributes 7% of employees' basic pay to personal pension schemes chosen by the individual employees. The cost of the contributions made is charged to the SOFA as it becomes payable. The charity set up an auto-enrolment pension scheme on the 1st June 2016 in line with statutory requirements. The full 7% contribution from the charity is paid as the employer's contribution, and employees' contributions are kept in line with the statutory minimum provision, although they may opt to contribute more. Employees choosing to opt out of the auto-enrolment pension continue to have the option of the employer's contribution made to their personal pension. The total employer contributions for the period are disclosed below. Unpaid contributions at the balance sheet date amounted to £5,819 (2024: £7,035).

Staff costs were	Total 2025 £	Total 2024 £
Wages and salaries	779,267	798,071
Social security costs	77,450	76,900
Other pension costs	51,388	53,367
	908,105	928,338

The total remuneration paid to Key Management in the year to 31st August 2025 was £245,492 (2024 - £199,963). Two member of staff received annual emoluments between £60,000 and £70,000 (2024 - One).

12 Fixed assets

	Leasehold Improvements £	Fixtures, Fittings and equipment £	Total £
Cost:			
At 1st September 2024	32,117	102,694	134,811
Additions	-	-	-
Disposals	-	(4,554)	(4,554)
At 31st August 2025	32,117	98,140	130,257
Depreciation:			
At 1st September 2024	31,663	88,448	120,111
Charged in period	101	7,007	7,108
Eliminated on disposal	-	(4,554)	(4,554)
At 31st August 2025	31,764	90,901	122,665
Net book value:			
At 31st August 2025	353	7,239	7,592
At 31st August 2024	454	14,246	14,700

13 Debtors

	2025 £	2024 £
Accounts receivable	5,202	18,427
VAT reclaimable	-	157
Prepayments	51,677	59,344
Accrued income and other debtors	2,121	28,069
	59,000	105,997

14 Creditors

Accounts payable	6,814	31,641
PAYE/NI	24,038	27,306
Other creditors and accruals	9,539	27,281
Deferred income	171,332	243,979
	211,723	330,207

Deferred income relates to payment in advance of services to be provided mostly in the 2025-26 period.

Balance as at 1st September 2024	243,980	367,651
Amount deferred in period	158,206	218,878
Released to SOFA in period	(230,854)	(342,549)
Balance as at 31st August 2025	171,332	243,980

15 Financial commitments

At 31st August 2025 the charity had total commitments under non-cancellable leases as follows:

	Land and buildings 2025 £	2024 £
Expiry date		
Not later than one year	48,500	48,500
Later than one and not later than five years	121,250	169,750
Total commitments	169,750	218,750

A new lease agreement was signed during the year and runs to December 2028.

16 Restricted funds

Purpose of Fund	Balance at 1st September 2024	Incoming resources	Resources expended	Fund transfer	Balance at 31st August 2025
	£	£	£	£	£
Three Oxfordshire Schools Project	18,071	-	(18,071)	-	-
South Abingdon Schools project	7,775	-	(7,775)	-	-
Emotional Health Podcasts	-	10,000	(10,000)	-	-
Hosting the former Fastn network	-	-	-	-	-
Digital Project (Makerble)	40,849	-	(20,599)	-	20,250
The Pye Trust	-	2,400	-	-	2,400
Lucy Watkins (Parenting Support)	492	-	(492)	-	-
	67,187	12,400	(56,937)	-	22,650

Comparative period information

Purpose of Fund	Balance at 1st September 2023	Incoming resources	Resources expended	Fund transfer	Balance at 31st August 2024
	£	£	£	£	£
Three Oxfordshire Schools Project	30,001	-	(11,930)	-	18,071
South Abingdon Schools project	47,634	-	(39,859)	-	7,775
Emotional Health training for Oxon schools & nurseries	6,018	14,500	(20,518)	-	-
Hosting the former Fastn network	33,009	-	(33,009)	-	-
Digital Project (Makerble)	-	81,245	(40,396)	-	40,849
Project- 3D Coaching Ltd	-	1,000	(1,000)	-	-
Lucy Watkins (Parenting Support)	-	28,000	(27,508)	-	492
	116,662	124,745	(174,220)	-	67,187

Income received for the Oxfordshire Schools Project (additional school) was not utilized in the year and was transferred to the Three Oxfordshire Schools Project.

17 Related party transactions

During the year the Trust undertook the following transactions:

- £3,851 (2024: £6,398) was cost related Key management personnel's expenses in the financial year.
- £4,375 (2024: £3,125) was related to trustee's donation to The Centre for Emotional Health. £3,500 was related to the donation and £875 was the gift aid claimed on the donation.
- £nil (2024: £1,166) was invoiced to Eynsham Community Primary School for training fees in the financial year. Peter Leonard, the CEO is the chair of the local governing body of Eynsham Community Primary School.
- £nil (2024: £18) of sales was made to Rossie Portman in the financial year. Rozzie Portman was a trustee of The Centre for Emotional Health.

The Centre for Emotional Health

England & Wales - Charity number 1062514

Accounts

THE CENTRE FOR
EMOTIONAL
HEALTH

HOME OF FAMILY LINKS

The Centre for Emotional Health
(previously Family links (Educational Programmes))

(A company limited by guarantee)

Report and Financial Statements

for the year ended

31st August 2024

Registered charity number: 1062514

Registered company number: 03323287

The Centre for Emotional Health

Report of the Trustees
for the year ended 31st August 2024

The trustees present their annual report together with the audited financial statements of the charity for the year ended 31st August 2024, which are also prepared to meet the requirements of a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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 2016).

Chair's introduction to the annual report 2024

Welcome to our annual report in what has been another milestone year, both strategically and operationally. We have seen the formal change of our title to become The Centre for Emotional Health. This has heralded a step change in how we are influencing policy and practice locally, regionally and nationally. It has been a year of challenges and opportunities with continued economic constraints for commissioners of training and a new government that is being more consultative and listening in its approach. Our new name and brand have established us as an authoritative voice in the field of emotional health. The board at its annual development day reiterated our commitment to emotional health setting out that:

We want everyone living an emotionally healthy life. We promote, and deliver through training programmes and campaigning, an approach to life and relationships, based on The Nurturing Programme, that equips and supports individuals, families, communities, and organisations to build good emotional health. This develops strong foundations which benefit them, create emotionally healthy environments, and ultimately helps society to thrive.

A member of staff observed that the name change 'now seems to me to be a distant memory' and in practice 'we have been able to focus on other big changes to how we work – such as the move to data management platforms and implementing price changes. I think this seamlessness is a highlight we should all be proud of.'

Our strategic plan implementation has continued to focus on relationships with customers and commissioners, building our evidence base and demonstrating the difference we make. We are revitalising our Learning Partnerships with local authorities, placing a greater emphasis on collaboration and impact evaluation. In 2024/2025 we will be increasing the number of local authorities nationally who use The Nurturing Programme and using our Learning Partnership offer as a key aspect of that growth.

To deliver our increased emphasis on impact and research we have restructured our Impact and Research team to double capacity and create a new strategy for evidencing impact and furthering research. As part of this we are refreshing our Research Advisory Group to include both trainer and parent voices.

We were excited to collaborate with Demos to produce our report, 'Strong Foundations - why everyone needs good emotional health and how to achieve it', which we launched in January. The report has been a powerful driver in getting the government and policy makers to acknowledge the foundational nature and importance of emotional health.

We completed our funded Oxfordshire schools work and are building on the findings to create a new education offer to schools and academy trusts, focusing on parents and carers and the other adults who support every child. We are developing partnerships with other organisations working directly in schools, to offer a holistic, whole child, nurturing approach.

Alongside the development of our education offer we developed a workplace training offer which, following piloting, will roll out next year.

Again, my thanks go to my fellow trustees for their continued enthusiasm for, and commitment to, our work and especially, their support for me as Chair. Thanks to our CEO, Peter Leonard, for his energy and passion, to the Directors and Senior Team who work so well together, and to every member of staff and all our trainers for their commitment to living our values of nurturing, empathy, being playful and transformational, building emotionally healthy lives. The coming year will be challenging and exciting and I know the Centre for Emotional Health will rise to those challenges and capitalise on the opportunities that emerge.

Hilary Emery

Report of the Trustees
for the year ended 31st August 2024

Reference and administrative details

Charity number:	1062514
Company number:	03323287
Registered office:	Units 2&3 Fenchurch Court, Bobby Fryer Close, Oxford, OX4 6ZN

Our advisers

Auditors	Wenn Townsend, 30 St Giles, Oxford, OX1 3LE
Bankers	CAF Bank Ltd, 25 Kings Hill Avenue, West Malling, Kent, ME19 4JQ

Organisational details

The Trustees of The Centre for Emotional Health (previously Family Links (Educational Programmes) are directors for the purposes of company law and Trustees for the purposes of charity law (hereafter referred to as the Trustees). Trustees and officers serving during the year and since the year-end were as follows:

Hilary Emery (Chair)
Vanessa Emmett
Gordon Beach
Emma Judge
Thomas Pease (appointed March 2024)
Rosalind Portman
Wendy Rose
Martin Havelock (resigned September 2023)
Masood Hassan
Eimear McInerney (appointed June 2024)

Founding trustee - Rosalind Portman

Key Management personnel

Peter Leonard	-	Chief Executive
Sally Alden	-	(Executive) Director of Funding and External Relations
Rowen Smith	-	(Executive) Director of Training
Phillippa Collyer	-	(Executive) Director of Operations

Report of the Trustees
for the year ended 31st August 2024

Structure, Governance and Management

Governing Document

The Centre for Emotional Health is a charity registered with the Charity Commission and operates through a company limited by guarantee, and subject to its Memorandum and Articles of Association.

Appointment of Trustees

As set out in the Articles of Association, the chair of the trustees is elected by the trustees. New trustees are co-opted onto the board of trustees. The term of service for a trustee is 4 years, renewable once, hence is usually not more than 8 years.

Trustee induction and training

Potential and new trustees are given a copy of the Charity Commission publication "The Essential Trustee: What you need to know, what you need to do (CC3)", together with the most recent annual report, the strategic plan, a Trustees' Handbook and other relevant papers and materials relating to The Centre for Emotional Health. They are invited to meet the staff and observe The Centre for Emotional Health training courses, where appropriate.

Organisation

The board of trustees administers the charity. The board meets every three to four months. The Chief Executive is appointed by the trustees to manage the day-to-day operations of the charity, and has delegated authority, within terms of delegation approved by the trustees, for operational matters, including finance, employment and training. The Chief Executive is supported by a team of three Executive Directors.

Pay policy

The Centre for Emotional Health has a pay policy for staff, which ensures that salary decisions consider motivation, retention, affordability, appropriateness for the sector and the beneficiary context, and impact on the organisation as a whole. The pay of all staff is reviewed annually, and any increase is approved by the trustees. Increases have been applied on a sliding scale with higher increments for lower paid staff, or with a minimum level of increase set.

Related parties and co-operation with other organisations

None of the trustees receives remuneration or other benefit from their work with the charity. Trustee donations to The Centre for Emotional Health amounted to £3,125 in the year (2022-23 - £3,125) of which £625 (2022-23 - £625) relates to gift aid claimed on the donation. In the 2023-24 financial year, a total of £nil was paid to a party related to the Finance Director, for development and implementation of an additional feature in our online shop (2022-23 - £4,287.50).

Objectives and activities

Summary of Purposes and Activity

The Centre for Emotional Health is a national charity dedicated to the promotion of emotional health. We offer high-quality training and resources for professionals working with families, school and university staff, employees in the workplace and other community organisations.

The purposes of The Centre for Emotional Health as set out in the objects contained in the company's memorandum of association are:

- To encourage and teach nurturing and relationship skills and the prevention of neglect and abuse, through educational institutions, families and the community; and
- To promote public understanding of the importance of the education of emotional self-awareness.

The Centre for Emotional Health's vision is for everyone to live an emotionally healthy life. Our mission is to promote an approach to life and relationships that equips and supports families and communities to be emotionally healthy.

Main Activities undertaken to further public benefit

The trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties.

In 2023-24 we continued to work on our strategic goals which are:

1. **Develop the way we evaluate our impact and increase our independent evidence base.**
   Refine and develop our organisational theory of change and find the right measures and methodologies to meaningfully capture our impact, which we will communicate in accessible ways. Establish a regular and consistent team reflection process to continually develop our practice and ensure a good level of emotional health within the staff team.

2. **Increase the number of people trained to deliver our range of programmes based on The Nurturing Programme.**
   Maintain and develop relationships with existing commissioners, building on Learning Partnerships and encouraging advocacy for us. Increase the knowledge of our existing customer base including their needs, plans and challenges to inform our strategy and direction. Use this knowledge and these relationships to grow our training and resources sales. Work with increasing numbers of schools and education settings (through, for example, Alliances and Multi Academy Trusts, as well as partnerships in geographical areas) emphasising depth as well as breadth in our work. Upskill more PGLTs to work across our range of programmes and in education settings, exploring the use of local professionals as practitioners and champions.

3. **Model a relational way of working, internally and externally, which builds The Centre for Emotional Health community.**
   Model a way of relating based on our emotional health framework. We will explore ways to maintain and develop connection amongst all those who are part of the wider community we engage with.

4. **Increase awareness of what Emotional Health is and its importance in leading a healthy life.**
   Create a communications strategy and action plan to ensure we present a clear message to the right people. Develop research into emotional health through various partnerships and build relationships with national government and other third sector organisations.

5. **Develop an organisational culture which is digitally aware to enhance the way we work.**
   Build a clear and user-friendly website which includes online booking capability and online shop together with accessible information and an impact and evidence page. Review all our systems to ensure that we have the most cost-effective and efficient way of running our operation and enable our hybrid working policy.

6. **Develop a sustainable organisation.**
   Ensure financial and organisational sustainability by monitoring our capacity levels so we can respond to opportunities by making decisions about what and what not to do. Continue to assess and improve our impact on the environment. As a team we will constantly look for ways to ensure we embed equity, diversity and inclusion and maintain an emotionally healthy work environment.

Achievements and Performance

This year has seen us work hard to achieve a number of the actions on our strategic action plan. Sales income has been challenging due to our primary customers, local authorities, having to negotiate tight budgets and uncertainty around a general election and a new government setting a budget. Despite this we have achieved a good degree of success including:

- Embedding our new name and rebrand which has been extremely smooth and successful.
- Finalising and adopting our new articles of association.
- Following on from our rebrand and vision of "Everyone living an emotionally healthy life" we are developing an emotional health in the workplace training offer which we plan to run as a pilot towards the end of 2024.

- We have restructed our impact and research team and recruited a Strategic Head of Impact and Research with plans to recruit an Impact and Research Coordinator towards the end of 2024. Our Strategic Head of Impact and Research has made an excellent start and has been able to make good use of the data we have collected over many years. He has restructured our Research Advisory Group and is refreshing our Learning Partnerships with local authorities which is being very well received.

- 'Makerble' data collection and analysis software (funded by The Fidelity Foundation) has been set up and is now being used to collect training feedback. All lead trainers' now have tablets to assist with this. These tablets were funded by an independent private funder who has previously supported us. Our Strategic Head of Impact and Research is working with Makerble to review and update our parent feedback forms to ensure we are asking the relevant questions and collecting the optimum data.

- A review of our programme content in line with latest research has taken place and the revised training plans and resources are being written.

- Design work on our new website is complete and we are now populating the new site with information. We shall be launching the new website in December 2024.

- We are exploring partnerships with pupil focused organisations so we can offer a complete package for schools. This follows our decision to focus our work on the adults around the children in response to the demand we have received from schools for support with parental relationships, support and engagement.

- Series 2 of our podcast Emotionally Speaking went live and we are currently seeking funding for series 3.

- The Emotional Health Alliance continues to grow and develop with many members forming partnerships to support their work. There is a very wide range of organisations which make the alliance up but all with emotional health as the golden thread which runs through it.

Fundraising Activities

Our Director of Funding and External Relations completes grant applications and carries out fundraising activities with support from colleagues and trustees, to raise funds for the charity. While most of our income is generated by sales of trainings and resources, we rely on donations and grants:

- to enable the running of specific projects;
- to cover some of our core costs;
- to carry out programme development;
- to carry out impact measurement and evaluation; and
- to increase public awareness and understanding of the importance of emotional health.

In the 2023-24 financial year, we were grateful to have received funding from The Tedworth Charitable Trust, the AD Charitable Trust, Dulverton Trust, John Armitage Charitable Trust, Peter Cundill Foundation, The Pease Charitable Trust amongst others. A total of 22% of our total revenue for the year came from donations and grants.

We do not use professional fundraisers or involve commercial participators. There have been no complaints about fundraising activity this year or in previous years.

The charity has due regard to the Code of Fundraising Practice in the UK. All the charity's marketing activities are GDPR compliant, and care is taken to ensure that they are not persistent or intrusive. Marketing e-mails contain clear details of how to unsubscribe to future communications and care is taken to limit the quantity of e-mails sent out.

Financial review

Financial Position

At the end of the financial year we incurred an overall deficit of £165k (2023: a deficit of £35k). However, this deficit was the result of a £49k restricted and £115k unrestricted loss (2023: £62k increase in unrestricted reserves). Our reserves are still healthy which puts us in a good position to continue to expand our reach, ensuring core costs are covered in spite of rising expenditure levels.

Principal risks and uncertainties

Our principal risks and uncertainties are documented in our risk register, which is maintained by the directors with identified risks reviewed quarterly by the trustees. It includes financial and operational areas of risk, as well as governance, reputational risk and external influences. These risks are regularly reviewed, and systems and procedures to manage them implemented.

Factors that may have an adverse effect on our financial performance going forward and measures we are taking to mitigate include:

- the financial straits being faced by our customers with increasing costs and reducing budgets;
    - We continue to work hard to develop and maintain positive relationships with all of our customers so that we can support them as they manage increasingly challenging budgets.
    - We are actively seeking to increase our customer base across the UK by cross selling to existing customers as well as engaging new ones.
    - Through our education and workplace offer we are diversifying our training customer base.
- the risk of centrally managed authorities favouring programmes with clinically measurable child outcomes over The Nurturing Programme which focusses on adult outcomes and the subsequent impact on the children in their care.
    - We have restructured our Impact and Research work and increased the sharing of our impact data.
    - We are refreshing and redeveloping our Research Advisory Group and our Learning Partnerships.
    - We have implemented new software to assist with data collection and analysis.
    - We have continued to work with external consultants to evaluate our work and are exploring ways to increase internal capacity in this area.
- a reduction in funding from Trusts and Foundations, some are spending out and others are reevaluating their areas of interest.
    - We continue to develop and maintain relationships with a wide range of trusts and grant making bodies.

Reserves policy and going concern

We regularly review our reserves policy to take into consideration the long-term impact of necessary investment into programme development and evaluation, and the need for financial security in economically uncertain times. For the past few years our policy has been to keep a level of reserves sufficient to meet our closing costs plus two months' worth of operating costs as a minimum and aim for unrestricted reserves sufficient to cover closing costs plus six months' worth of operating costs. We consider this policy still to be appropriate for us. At the end of the 2023-24 financial year, the range of reserves within this policy was £435K to £832K (2022-23 £435K to £791K). Free reserves at 31st August 2024 were £679,517 (2023 - £795,732) which is sufficient to cover 7 months' of fixed costs.

Plans for Future Periods

All our activities continue to be focused on achieving our six strategic goals outlined earlier in this report, with a particular emphasis on:

- Developing our workplace training offer and increasing income from this.
- Using the newly published PEDAL report to raise awareness of the importance of emotional health in the workplace and pursuing further research into how this also benefits the home lives and families of employees.
- Developing our newly focused education offer and increasing income from this.
- Continuing to work closely with our local authority commissioners to meet their needs and support them in their work with families.
- Continuing to develop our impact and research work focusing on our restructured Research Advisory Group and Learning Partnership and ensuring our impact date is more widely shared.
- Embedding 'Makerble' as our data collection tool.
- Reviewing our business model, including pricing and costs, to ensure we maximise income from our training programmes.
- Continuing to raise awareness of good emotional health as foundational to good mental health and strong life chances.
- Developing the Emotional Health Alliance to support organisations working in the field and as a forum for discussion on emotional health and to campaign for greater awareness.

Report of the Trustees
for the year ended 31st August 2024

Trustees' Responsibilities

The Trustees are responsible for preparing a trustee's annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company, and of the incoming resources and application of resources, including the income and expenditure of the charity for that period. In preparing the financial statements, the trustees are required to:

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence 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

Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charity's auditor is unaware, and
- the trustees have taken all steps that they ought to make themselves aware of that information.

This report has been prepared having taken advantage of the small companies exemption in the Companies Act 2006.

By order of the board of trustees.

Hilary Emery (Chair)

8 Jan 2025

Independent auditors' report to members of The Centre for Emotional Health

Opinion

We have audited the financial statements of The Centre for Emotional Health (the 'charitable company') for the year ended 31st August 2024 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cashflows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st August 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 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.

Matters on which we are required to report by exception

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

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

Independent auditors' report to members of The Centre for Emotional Health (continued)

Responsibilities of trustees
As explained more fully in the trustees' responsibilities statement set out on page 8, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements
We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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

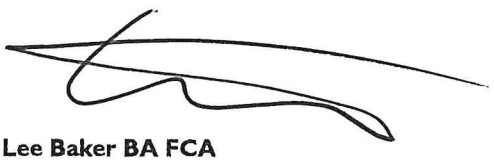
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management, those charged with governance around actual and potential litigation and claims;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;

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.

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



Lee Baker BA FCA
Senior Statutory Auditor
For and on behalf of Wenn Townsend
Statutory Auditor
Oxford

8th January 2025

The Centre for Emotional Health
Statement of Financial Activities
(including income and expenditure account)
for the year ended 31st August 2024

	Note	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Unrestricted Funds £	Restricted Funds £	Total 2023 £
Income							
Donations and Grants	2	232,260	124,745	357,005	294,599	45,000	339,599
Income from charitable activities:							
Provision of training and development	3a	872,370	-	872,370	843,789	-	843,789
Sale of support resources	3b	343,448	-	343,448	260,376	-	260,376
Income from other activities:							
Gain on disposal of fixed assets	4	75	-	75	300	-	300
Investment income	5	45,617	-	45,617	20,515	-	20,515
Total income		1,493,770	124,745	1,618,515	1,419,579	45,000	1,464,579
Expenditure							
Costs of raising funds:							
Fundraising costs	6	52,001	58	52,059	50,629	12	50,641
Expenditure on charitable activities:							
Cost of training and development	7a	1,346,166	158,759	1,504,925	1,118,887	138,365	1,257,252
Sale of support resources	7b	211,006	15,403	226,409	187,934	3,349	191,283
Total expenditure		1,609,173	174,222	1,783,393	1,357,450	141,726	1,499,176
Net income/(expenditure)		(115,403)	(49,475)	(164,878)	62,129	(96,727)	(34,597)
Transfers between funds	16	-	-	-	-	(1,024)	-
Reconciliation of funds							
Total Funds brought forward		809,618	116,662	926,280	747,489	213,389	960,878
Total Funds carried forward		694,215	67,187	761,402	809,618	116,662	926,281
Represented by:							
Tangible fixed assets		14,700	-	14,700	13,887	-	13,887
Stock		73,847	-	73,847	44,829	-	44,829
Debtors		105,997	-	105,997	111,766	-	111,766
Cash at bank and in hand		824,827	72,238	897,065	1,050,363	116,662	1,167,025
Current liabilities		(325,156)	(5,051)	(330,207)	(411,226)	-	(411,226)
Total funds carried forward		694,215	67,187	761,402	809,619	116,662	926,281

The statement of financial activities includes all gains and losses recognised in the period.

All income and expenditure derive from continuing activities.

The Centre for Emotional Health

Balance Sheet
As at 31st August 2024

	Note	2024		2023	
		£	£	£	£
Fixed assets					
Tangible assets	12	14,700		13,887	
			14,700		13,887
Current assets					
Stocks		73,847		44,829	
Debtors	13	105,997		111,766	
Short term investments		600,000		600,000	
Cash at bank and in hand		297,065		567,025	
		1,076,909		1,323,620	
Creditors: amounts falling due within one year	14	(330,207)		(411,226)	
Net current assets			746,702		912,394
Net assets			761,402		926,281
The funds of the charity:					
Unrestricted funds			694,215		809,619
Restricted funds	16		67,187		116,662
Total charity funds			761,402		926,281

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime. The financial statements on pages 12 to 23 were approved by the Trustees on ....8....Jan.... 2024 and signed on their behalf by:

Hilary Emery

Registered Company No: 03323287

The Centre for Emotional Health

Statement of Cash Flows
for the year ended 31st August 2024

	Total 2024 £	Total 2023 £
Cash flows from operating activities		
Net movement in funds	(169,878)	(34,597)
Adjustments for:		
Depreciation	7,642	6,647
Interest receivable	(45,617)	(20,515)
Working Capital Changes:		
Movement in current assets:		
(Increase)/Decrease in stock	(29,018)	19,962
(Increase)/Decrease in debtors	5,769	(34,069)
Movement in current liabilities:		
(Increase)/Decrease in creditors	(81,019)	112,895
Net cash inflow/(outflow) from operating activities	**(307,121)**	**50,323**
Cash flows from investing activities		
Interest received	45,617	20,515
Purchase of tangible fixed assets	(8,455)	(10,058)
Cash used in investing activities	**37,162**	**10,457**
Increase in cash and cash equivalents in the year	**(269,959)**	**60,780**
Cash and cash equivalents at the beginning of the year	**1,167,025**	**1,106,245**
Total cash and cash equivalents at the end of the year	**897,066**	**1,167,025**

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation

The Centre for Emotional Health is a company limited by guarantee in England and Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity. The address of the registered office is given in the charity information on page 2 of these financial statements. The nature of the charity's operations and principal activities is noted in the Trustees Report.

The charity constitutes a public benefit entity as defined by FRS 102. These financial statements have been prepared on an accruals basis 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, and UK Generally Accepted Accounting Practice

The financial statements are prepared on a going concern basis under the historical cost convention or transaction value unless otherwise stated. The financial statements are presented in sterling, which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

b) Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. They have concluded that the budgeted income and expenditure is sufficient with the level of reserves held for the charity to be able to continue as a going concern.

c) Revenue recognition

Income is included when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred. Government grants in respect of the Coronavirus Job Retention Scheme were recognised in the SOFA in the period in which the charity was entitled to such grants as a result of having furloughed staff members.

Income received in advance of training courses being provided is deferred until the criteria for income recognition are met (see note 14).

Accounting policies (continued)

d) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is either upon notification of the interest paid or payable by the bank or after calculation of interest due based on terms of the deposit certificate.

f) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Restricted funds are donations and grants which the donor has specified are to be solely used for particular areas of the charity's work.

g) Expenditure and irrecoverable VAT

Expenditure is included once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise a proportion of employment costs of staff working on fundraising events and grant applications, and any costs accruing to those activities.
- Expenditure on charitable activities includes all costs incurred in providing training courses and in supplying support resources, as well as costs incurred in developing new training formats and resources and other programme delivery costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h) Allocation of support costs

Support costs are the functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include operational back-office costs, finance, personnel, payroll and governance costs, which support the charity's activities. The bases on which support costs have been allocated are set out in notes 8 and 9.

i) Operating leases

The charity classifies the lease of photocopiers and mobile phones as operating leases; the title to the equipment remains with the lessor, and the equipment is replaced at the end of the lease term. Rental charges are charged on a straight-line basis over the term of the lease.

Accounting policies (continued)

j) Tangible fixed assets

Individual fixed assets costing £250 or more are capitalised at cost, and depreciated over their estimated useful economic lives as follows:

Leasehold improvements	over the life of the lease
Computer equipment	over three years, straight line
Other office equipment	over five years, straight line

Website costs are accounted for through the statement of financial activities in the year in which they are incurred, and are not capitalised.

k) Stock

Stock consists of printed books, games, training resources and purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Donated items of stock are included at fair value, which is the amount the charity would have been willing to pay for the items on the open market.

l) Debtors

Trade debtors are recognised at the settlement amount, and prepayments are valued at the amount prepaid.

m) Cash at bank and in hand

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

n) Creditors and provisions

Creditors and provisions are included where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

o) Employee benefits

The charity operates a defined contribution pension scheme. The cost of the contributions made to the scheme is charged to the SOFA as it becomes payable. The charity also runs an auto-enrolment pension scheme to comply with statutory requirements. The defined contribution from the charity is paid as the employer's contribution, whilst the employees' contributions top this up to keep the total in line with the statutory minimum provision. Employees choosing to opt out of the auto-enrolment pension continue to have the employer's contribution made to their personal pension.

p) Taxation status

The charitable company is a registered charity with no trading activities and therefore has no liability to corporation taxation.

Notes to the accounts
for the year ended 31st August 2024 (continued)

2 Income from donations and grants	Unrestricted	Restricted	Total 2024	Total 2023
	£	£	£	£
Donations				
Mr and Mrs Emmett (incl Gift Aid)	2,500	-	2,500	2,885
Inchcape Foundation	-	-	-	2,500
John Swire 1989 Charitable Trust	-	-	-	1,000
Charity Mentors Oxfordshire	245	-	245	-
Core Filing	-	-	-	5,000
Others including Gift Aid	-	-	-	125
Give as you Live	-	-	-	189
Justgiving	24	-	24	-
BIBO	-	-	-	534
	2,769	-	2,769	12,233
Grants				
The A. D. Charitable Trust	30,000	-	30,000	30,000
Bristol Council	-	28,000	28,000	-
Core Filing	5,000	-	5,000	-
The Dulverton Trust	35,000	-	35,000	-
Fidelity UK – Digital Project	-	81,245	81,245	-
Garfield Weston Foundation	-	-	-	25,000
The Headley Trust	2,000	-	2,000	-
Inchcape	2,500	-	2,500	-
The John Armitage Charitable Trust	45,000	-	45,000	45,000
John Swire	-	-	-	3,000
Pease Charitable Trust	10,000	-	10,000	10,000
Fastn	-	-	-	69,376
The Peter Cundill Foundation	99,990	-	99,990	99,990
Project – 3D Coaching	-	1,000	1,000	-
The Tedworth Charitable Trust	-	14,500	14,500	15,000
MacFarlane Grant	-	-	-	30,000
	229,490	124,745	354,235	327,366
Total Legacies, Donations and Grants:	232,259	124,745	357,004	339,599

3 Income from charitable activities

a) Training and development

	Unrestricted	Restricted	Total 2024 £	Total 2023 £
10-week Parent Group Leader programme	480,915	-	480,915	516,255
Other programmes	391,455	-	391,455	327,534
	872,370	-	872,370	843,789

b) Sale of support resources:

The Parenting Puzzle	158,880	-	158,880	113,866
Games, manuals and other resources	184,568	-	184,568	146,510
	343,448	-	343,448	260,376

4 Income from other activities

Income from sale of fixed assets

Proceeds on disposal of fixed assets	75	300
Gain on disposal of fixed assets	75	300

5 Investment income

All of the charity's investment income of £45,617 (2023 – £20,515) arises from money held in interest bearing deposit accounts.

6 Analysis of fundraising costs

	Note	Unrestricted £	Restricted £	Total 2024 £	Total 2023 £
Wages and salaries		32,926	-	32,926	31,898
Pensions		2,078	-	2,078	1,998
Books and subscriptions		913	-	913	752
Travel and subsistence		-	-	-	56
Governance costs	8	937	-	937	465
Support costs	9	15,147	58	15,205	15,472
		52,001	58	52,059	50,641

7 Analysis of expenditure on charitable activities

a) Training and development

	Note	Unrestricted £	Restricted £	Total 2024 £	Total 2023 £
Wages and salaries		351,313	78,443	429,756	497,095
Pensions		23,277	1,915	25,192	29,965
Consultancy and freelance trainers		140,323	26,129	166,452	162,907
Travel, accommodation and subsistence		84,955	1,787	86,742	77,643
Training materials		14,783	871	15,654	17,342
Games, manuals and resources		47,452	49	47,501	33,051
Carriage of resources		7,071	-	7,071	7,048
Venue hire and refreshments		43,651	-	43,651	54,638
Evaluation and development costs		77,515	2,165	79,680	29,231
Promotion costs		276,886	46,414	323,300	65,460
Filming and photographs		-	-	-	9,145
Website maintenance		4,780	-	4,780	1,858
Professional indemnity insurance		725	-	725	1,004
Governance costs	8	15,926	-	15,926	7,848
Support costs	9	257,509	986	258,495	263,017
		1,346,166	158,759	1,504,925	1,257,252

b) Support resources

	Note	Unrestricted £	Restricted £	Total 2024 £	Total 2023 £
Wages and salaries		52,137	-	52,137	61,144
Pensions		3,363	-	3,363	3,882
Games, manuals and resources		110,398	15,287	125,685	81,498
Carriage of resources		12,940	-	12,940	12,892
Governance costs	8	1,874	-	1,874	925
Support costs	9	30,294	116	30,410	30,942
		211,006	15,403	226,409	191,283

8 Allocation of Governance costs

a) Unrestricted

	Training & development £	Sale of support resources £	Fund-raising £	Total 2024 £	Total 2023 £
Audit and accountancy	5,858	689	345	6,892	5,978
Other professional fees	8,658	1,019	509	10,186	1,353
Bank and transaction charges	1,279	151	75	1,505	1,436
Trustee meeting and travel costs	131	15	8	154	347
	15,926	1,874	937	18,737	9,114

8 Allocation of Governance costs

b) Restricted	Training & development £	Sale of support resources £	Fund-raising £	Total 2024 £	Total 2023 £
Bank and transaction charges	-	-	-	-	124
	-	-	-	-	124

9 Allocation of support costs

a) Unrestricted	Training & development £	Sale of support resources £	Fund-raising £	Total 2024 £	Total 2023 £
Postage, stationery and photocopying	3,710	436	218	4,364	6,617
Telephone and internet	5,367	631	316	6,314	6,203
Insurance	3,310	389	195	3,894	2,778
Rent and rates	54,174	6,373	3,187	63,734	72,791
Repairs and maintenance	10,510	1,236	616	12,362	8,307
Utilities	4,863	572	286	5,721	9,336
Wages and salaries	120,424	14,168	7,084	141,676	143,008
Recruitment costs	934	110	55	1,099	2,510
Pensions and death in service	10,221	1,202	601	12,024	11,348
Staff development	4,162	490	245	4,897	4,220
Travel, accommodation and subsistence	16,641	1,958	979	19,578	11,910
Depreciation	6,494	764	382	7,640	6,642
Computer and ISP costs	15,772	1,856	928	18,556	19,091
Bad debts	198	23	12	233	(174)
Subscriptions	729	86	43	858	4794
	257,509	30,294	15,147	302,950	309,381

Support costs are allocated proportionately based on the level of staff costs in each area of activity.

b) Restricted	Training & development £	Sale of support resources £	Fund-raising £	Total 2024 £	Total 2023 £
Staff development	986	116	58	1,160	-
Mobile phones	-	-	-	-	50
	986	116	58	1,160	50

	2024 £	2023 £
Auditors' remuneration - audit services	6,892	5,978

10 Trustees' remuneration and expenses reimbursed

No remuneration was paid to the Trustees during the period (2023: Nil). Trustees claimed reimbursement for travel expenses during the period of £154 (2023 - £347).

11 Staff costs

The average number of employees during the period was 23 (full time equivalents: 21.6) (2023: 19, FTE: 16.8).

The charity contributes 7% of employees' basic pay to personal pension schemes chosen by the individual employees. The cost of the contributions made is charged to the SOFA as it becomes payable. The charity set up an auto-enrolment pension scheme on the 1st June 2016 in line with statutory requirements. The full 7% contribution from the charity is paid as the employer's contribution, and employees' contributions are kept in line with the statutory minimum provision, although they may opt to contribute more. Employees choosing to opt out of the auto-enrolment pension continue to have the option of the employer's contribution made to their personal pension. The total employer contributions for the period are disclosed below. Unpaid contributions at the balance sheet date amounted to £7,035 (2023: £6,647).

Staff costs were	Total 2024 £	Total 2023 £
Wages and salaries	798,071	667,778
Social security costs	76,900	69,202
Other pension costs	53,367	44,690
	928,338	781,670

The total remuneration paid to Key Management in the year to 31st August 2024 was £199,963 (2023 - £181,175). One member of staff received annual emoluments between £60,000 and £70,000 (2023 - One).

12 Fixed assets

	Leasehold Improvements £	Fixtures, Fittings and equipment £	Total £
Cost:			
At 1st September 2023	31,612	97,352	128,964
Additions	505	7,950	8,455
Disposals	-	(2,608)	(2,608)
At 31st August 2024	32,117	102,694	134,811
Depreciation:			
At 1st September 2023	31,612	83,465	115,077
Charged in period	51	7,591	7,642
Eliminated on disposal	-	(2,608)	(2,608)
At 31st August 2024	31,663	88,448	120,111
Net book value:			
At 31st August 2024	454	14,246	14,700
At 31st August 2023	-	13,887	13,887

13 Debtors

	2024	2023
	£	£
Accounts receivable	18,427	50,072
VAT reclaimable	157	-
Prepayments	59,344	48,448
Accrued income and other debtors	28,069	13,246
	105,997	111,766

14 Creditors

Accounts payable	31,641	6,295
PAYE/NI	27,306	25,269
Other creditors and accruals	27,281	12,011
Deferred income	243,979	367,651
	330,207	411,226

Deferred income relates to payment in advance of services to be provided mostly in the 2024-25 period.

Balance as at 1st September 2023	367,651	225,830
Amount deferred in period	218,878	359,968
Released to SOFA in period	(342,549)	(218,147)
Balance as at 31st August 2024	243,980	367,651

15 Financial commitments

At 31st August 2024 the charity had total commitments under non-cancellable leases as follows:

	Land and buildings	
	2024	2023
	£	£
Expiry date		
Not later than one year	48,500	12,200
Later than one and not later than five years	169,750	-
Total commitments	218,750	12,200

A new lease agreement was signed during the year and runs to December 2028.

16 Restricted funds

Purpose of Fund	Balance at 1st September 2023	Incoming resources	Resources expended	Fund transfer	Balance at 31st August 2024
	£	£	£	£	£
Three Oxfordshire Schools Project	30,001	-	(11,930)	-	18,071
South Abingdon Schools project	47,634	-	(34,808)	-	12,826
Emotional Health training for Oxon schools & nurseries	6,018	14,500	(20,518)	-	-
Hosting the former Fastn network	33,009	-	(33,009)	-	-
Digital Project (Makerble)	-	81,245	(40,396)	-	40,849
Project- 3D Coaching Ltd	-	1,000	(1,000)	-	-
Lucy Watkins (Parenting Support)	-	28,000	(27,508)	-	492
	116,662	124,745	(169,169)	-	72,238

Comparative period information

Purpose of Fund	Balance at 1st September 2022	Incoming resources	Resources expended	Fund transfer	Balance at 31st August 2023
	£	£	£	£	£
Three Oxfordshire Schools Project	12,227	30,000	(14,341)	2,115	30,001
Oxford Schools Project – additional school	2,115	-	-	(2,115)	-
Parenting Bursary Fund	13,854	-	(13,854)	-	-
South Abingdon Schools project	103,345	-	(55,711)	-	47,634
Playful Families training development	553	-	(553)	-	-
Bursaries to train PGLs in schools and EY settings	2,970	-	(2,970)	-	-
Emotional Health training for Oxon schools & nurseries	1,000	15,000	(9,982)	-	6,018
Parent Group Leader training in London and Essex for people who work with teenagers	10,000	-	(10,000)	-	-
Hosting the former Fastn network	67,325	-	(34,316)	-	33,009
	213,389	45,000	(141,727)	-	116,662

Income received for the Oxfordshire Schools Project (additional school) was not utilized in the year and was transferred to the Three Oxfordshire Schools Project.

17 Related party transactions

During the year the Trust undertook the following transactions:

- £6,398 (2023: £7,409) was cost related Key management personnel's expenses in the financial year. £7,077 was paid in the year and the difference of £679 was related to expenses accrued in prior year.

- £3,125 (2023: £3,125) was related to trustee's donation to The Centre for Emotional Health. £2,500 was related to the donation and £625 was the gift aid claimed on the donation.

- £1,166 (2023: £575) was invoiced to Eynsham Community Primary School for training fees in the financial year. Peter Leonard, the CEO is the chair of the local governing body of Eynsham Community Primary School.

- £18 (2023: £nil) of sales was made to Rossie Portman in the financial year. Rozzie Portman is the trustee of The Centre for Emotional Health.

The Centre for Emotional Health

England & Wales - Charity number 1062514

Accounts

THE CENTRE FOR
EMOTIONAL
HEALTH

HOME OF FAMILY LINKS

Family Links (Educational Programmes)

(A company limited by guarantee)

Report and Financial Statements

for the year ended

31st August 2023

Registered charity number: 1062514

Registered company number: 03323287

Family Links (Educational Programmes)

Report of the Trustees
for the year ended 31st August 2023

The trustees present their annual report together with the audited financial statements of the charity for the year ended 31st August 2023, which are also prepared to meet the requirements of a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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 2016).

Chair's introduction to the annual report 2023

Building on our 25th Anniversary it has been a busy and important year for Family Links the Centre for Emotional Health. We have seen increased activity and development in the use of The Nurturing Programme in response to the needs of our customers and commissioners.

Key successes have included:

- agreement by the board of a new three-year Strategic Action Plan and its implementation by the senior team, ensuring the ownership and engagement of staff and trainers
- achieving growth in a sustainable and managed way, progressively building organisational capability and capacity with an increasingly forward-looking approach
- developing our education offer to focus on support for emotional health, including parental engagement and the development of emotional health in schools
- changing the work environment to be more creative and interactive
- implementing effective hybrid working across the organisation while ensuring the consistent quality of our work
- developing a coaching and learning organisational culture to support and facilitate well managed growth and development
- tackling capacity challenges by restructuring and making a limited number of new appointments including a permanent training lead in the north of England
- placing our relationships with users, partners and policy makers at the heart of our work, including new Learning Partnerships to evidence our work in local authorities
- setting up the Emotional Health Alliance with organisations who are committed to increasing awareness of Emotional Health in order to raise the profile of Emotional Health nationally
- increasing engagement with trustees collectively and in relation to individual interests and expertise to support our work.

The board and executive have given considerable thought to how we increase awareness and understanding of Emotional Health and the evidence underpinning our practice across families, communities, schools, and workplaces. This reflection led us to change our name to the Centre for Emotional Health and develop our branding to better reflect the increasingly diverse use of our nurturing training. Operationally we have restructured our Operations and Finance Team to better meet demand and the needs of our customers.

In the coming year we will increase our focus on impact and research, on influencing future policy direction through a collaboration with Demos to increase awareness about the importance of Emotional Health at this time of increasing uncertainty and change as well as continuing to deliver high quality training throughout the United Kingdom.

Thank you to my fellow trustees for their commitment and challenge, to Peter Leonard for his leadership and vision, to the Directors and Senior Team for their expertise and collaborative approach and to every member of staff and trainer for their boundless enthusiasm and commitment to building emotional health. The coming year will bring substantial opportunities to build on these achievements as we move to being the Centre for Emotional Health.

Hilary Emery

Report of the Trustees
for the year ended 31st August 2023

Reference and administrative details

Charity number:	1062514
Company number:	03323287
Registered office:	Units 2&3 Fenchurch Court, Bobby Fryer Close, Oxford, OX4 6ZN

Our advisers

Auditors	Wenn Townsend, 30 St Giles, Oxford, OX1 3LE
Bankers	CAF Bank Ltd, 25 Kings Hill Avenue, West Malling, Kent, ME19 4JQ

Organisational details

The Trustees of Family Links the Centre for Emotional Health (the operating name of Family Links (Educational Programmes) are directors for the purposes of company law and Trustees for the purposes of charity law (hereafter referred to as the Trustees). Trustees and officers serving during the year and since the year-end were as follows:

Hilary Emery (Chair)
Vanessa Emmett
Gordon Beach
Emma Judge
Rosalind Portman
Wendy Rose
Martin Havelock (Resigned September 2023)
Masood Hassan

Founding trustee - Rosalind Portman

Key Management personnel

Peter Leonard	-	Chief Executive
Sally Alden	-	(Executive) Director of Funding and External Relations
Anne Tester	-	(Executive) Finance Director (left July 2023)
Rowen Smith	-	(Executive) Director of Training
Phillippa Collyer	-	(Executive) Director of Operations (since June 2023)

Structure, Governance and Management

Governing Document

Family Links the Centre for Emotional Health is a charity registered with the Charity Commission and operates through a company limited by guarantee, and subject to its Memorandum and Articles of Association.

Appointment of Trustees

As set out in the Articles of Association, the chair of the trustees is elected by the trustees. New trustees are co-opted onto the board of trustees. The term of service for a trustee is 4 years, renewable once, hence is usually not more than 8 years.

Trustee induction and training

Potential and new trustees are given a copy of the Charity Commission publication "The Essential Trustee: What you need to know, what you need to do (CC3)", together with the most recent annual report, the strategic plan, a Trustees' Handbook and other relevant papers and materials relating to Family Links. They are invited to meet the staff and observe Family Links training courses, where appropriate.

Organisation

The board of trustees administers the charity. The board meets every three to four months. The Chief Executive is appointed by the trustees to manage the day-to-day operations of the charity, and has delegated authority, within terms of delegation approved by the trustees, for operational matters, including finance, employment and training. The Chief Executive is supported by a team of three Executive Directors.

Pay policy

Family Links The Centre for Emotional Health has a pay policy for staff, which ensures that salary decisions consider motivation, retention, affordability, appropriateness for the sector and the beneficiary context, and impact on the organisation as a whole. The pay of all staff is reviewed annually, and any increase is approved by the trustees. Increases have been applied on a sliding scale with higher increments for lower paid staff, or with a minimum level of increase set.

Related parties and co-operation with other organisations

None of the trustees receives remuneration or other benefit from their work with the charity. Trustee donations to Family Links amounted to £3,125 in the year (2021-22- £3,125). In the 2022-23 financial year, a total of £4,287.50 was paid to a party related to the Finance Director, for development and implementation of an additional feature in our online shop (2021-22 - £NIL).

Objectives and activities

Summary of Purposes and Activity

Family Links (Educational Programmes), now working under the name 'The Centre for Emotional Health' is a national charity dedicated to the promotion of emotional health. We offer high-quality training and resources for professionals working with families, school and university staff, employees in the workplace and other community organisations.

The purposes of Family Links as set out in the objects contained in the company's memorandum of association are:

- To encourage and teach nurturing and relationship skills and the prevention of neglect and abuse, through educational institutions, families and the community; and
- To promote public understanding of the importance of the education of emotional self-awareness.

Family Links' vision is for everyone to live an emotionally healthy life. Our mission is to promote an approach to life and relationships that equips and supports families and communities to be emotionally healthy.

Main Activities undertaken to further public benefit

The trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties.

In 2022-23 we developed our new strategic plan for 2023 – 26 and began to work on our new goals which are:

1. **Develop the way we evaluate our impact and increase our independent evidence base.**
   Refine and develop our organisational theory of change and find the right measures and methodologies to meaningfully capture our impact, which we will communicate in accessible ways. Establish a regular and consistent team reflection process to continually develop our practice and ensure a good level of emotional health within the staff team.

2. **Increase the number of people trained to deliver our range of programmes based on The Nurturing Programme.**
   Maintain and develop relationships with existing commissioners, building on Learning Partnerships and encouraging advocacy for us. Increase the knowledge of our existing customer base including their needs, plans and challenges to inform our strategy and direction. Use this knowledge and these relationships to grow our training and resources sales. Work with increasing numbers of schools and education settings (through, for example, Alliances and Multi Academy Trusts, as well as partnerships in geographical areas) emphasising depth as well as breadth in our work. Upskill more PGLTs to work across our range of programmes and in education settings, exploring the use of local professionals as practitioners and champions.

3. **Model a relational way of working, internally and externally, which builds the Family Links community.**
   Model a way of relating based on our emotional health framework. We will explore ways to maintain and develop connection amongst all those who are part of the wider community we engage with.

4. **Increase awareness of what Emotional Health is and its importance in leading a healthy life.**
   Create a communications strategy and action plan to ensure we present a clear message to the right people. Develop research into emotional health through various partnerships and build relationships with national government and other third sector organisations.

5. **Develop an organisational culture which is digitally aware to enhance the way we work.**
   Build a clear and user-friendly website which includes online booking capability and online shop together with accessible information and an impact and evidence page. Review all our systems to ensure that we have the most cost-effective and efficient way of running our operation and enable our hybrid working policy.

6. **Develop a sustainable organisation.**
   Ensure financial and organisational sustainability by monitoring our capacity levels so we can respond to opportunities by making decisions about what and what not to do. Continue to assess and improve our impact on the environment. As a team we will constantly look for ways to ensure we embed equity, diversity and inclusion and maintain an emotionally healthy work environment.

Achievements and Performance

After a period of wide consultation with staff, freelance trainers and other stakeholders we agreed our new three-year Strategic Action Plan. This has been enthusiastically implemented by the whole team and it is good to see real results from this focused approach to our work and growth. As a result of this and the increased demand for our training we have also increased the capacity in our operations and finance teams. We also refurbished our offices to make them a creative and collaborative space alongside embedding our flexible hybrid approach.

We have continued to deliver our funded schools work in Oxfordshire as well as spending time considering what our long-term education offer looks like. We have also spent time building our relationships with users, partners and policy makers which has resulted in new Learning Partnerships to evidence our work in local authorities.

A particular success has been establishing The Emotional Health Alliance with organisations who share our interests to raise the profile of Emotional Health nationally and we have of course continued to work closely with our fantastic team of trustees who use their skills and experience to support and develop our work.

Fundraising Activities

Our Director of Funding and External Relations completes grant applications and carries out fundraising activities with support from colleagues and trustees, to raise funds for the charity. While most of our income is generated by sales of trainings and resources, we rely on donations and grants:

- to enable the running of specific projects;
- to cover some of our core costs;
- to carry out programme development;
- to carry out impact measurement and evaluation; and
- to increase public awareness and understanding of the importance of emotional health.

In the 2022-23 financial year, we were grateful to have received funding from The Tedworth Charitable Trust for our new podcasts and from the AD Charitable Trust, Garfield Weston Foundation, John Armitage Charitable Trust, Peter Cundill Foundation, The Pease Charitable Trust amongst others. A total of 23% of our total revenue for the year came from donations and grants.

We do not use professional fundraisers or involve commercial participators. There have been no complaints about fundraising activity this year or in previous years.

The charity has due regard to the Code of Fundraising Practice in the UK. All the charity's marketing activities are GDPR compliant, and care is taken to ensure that they are not persistent or intrusive. Marketing e-mails contain clear details of how to unsubscribe to future communications and care is taken to limit the quantity of e-mails sent out.

Financial review

Financial Position

At the end of the financial year we incurred an overall deficit of £35k (2022: a surplus of £290k). However, this deficit was the result of a £97k restricted loss meaning our unrestricted reserves increased by £62k (2022: £255k). This puts us in a good position to continue to expand our reach, ensuring core costs are covered in spite of rising expenditure levels.

Principal risks and uncertainties

Our principal risks and uncertainties are documented in our risk register, which is maintained by the directors with identified risks reviewed quarterly by the trustees. It includes financial and operational areas of risk, as well as governance, reputational risk and external influences. These risks are regularly reviewed, and systems and procedures to manage them implemented.

Factors that may have an adverse effect on our financial performance going forward and measures we are taking to mitigate include:

- the financial straits to be widely faced by our customers with increasing costs and reducing budgets;
    - We work hard to develop and maintain positive relationships with all of our customers so that we can support them as they manage increasingly challenging budgets. We have also sought to increase our customer base across the UK and are exploring diversifying our training customer base.
- the risk of centrally managed authorities favouring programmes with clinically measurable child outcomes over the Nurturing Programme which focusses on adult outcomes and the subsequent impact on the children in their care.
    - We have continued to work with external consultants to evaluate our work and are exploring ways to increase internal capacity in this area.
- increased demand for impact and evaluation, both of our programmes and to support our customers in their evaluation
    - We have taken on a part time intern and a Charity Next Secondee. We are also exploring ways to increase capacity in this area.
- a reduction in funding from Trusts and Foundations as they are impacted by potential decreasing of investments.
    - We continue to develop and maintain relationships with a wide range of trusts and grant making bodies.

Reserves policy and going concern

We regularly review our reserves policy to take into consideration the long-term impact of necessary investment into programme development and evaluation, and the need for financial security in economically uncertain times. For the past few years our policy has been to keep a level of reserves sufficient to meet our closing costs plus two months' worth of operating costs as a minimum and aim for unrestricted reserves sufficient to cover closing costs plus six months' worth of operating costs. We consider this policy still to be appropriate for us. At the end of the 2022-23 financial year, the range of reserves within this policy was £435K to £791K (2021-22 £181K - £491K). Free reserves at 31st August 2023 were £795,732 (2022 - £737,014) which is sufficient to cover 8 months' of fixed costs.

Plans for Future Periods

This financial year has been the final one of the 2020-2023 strategic plan. Our new strategic plan for 2023 – 2026 has been phased in during the year and is now fully embedded. All our activities are geared towards achieving the six objectives outlined earlier in this report. We will have a particular emphasis on:

- Embedding our new name and branding.
- Reviewing and implementing a revised governing document.
- Raising awareness of emotional health and its importance to society.
- Continuing to increase practitioners trained to deliver our programmes in local authorities, family hubs, education settings, organisations and communities.
- Develop new training for a wider range of settings and people.

- Developing our internal capacity for impact and research work.
- Carrying out a scoping project for what our education work should look like.

Trustees' Responsibilities

The Trustees are responsible for preparing a trustee's annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company, and of the incoming resources and application of resources, including the income and expenditure of the charity for that period. In preparing the financial statements, the trustees are required to:

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence 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.

Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charity's auditor is unaware, and
- the trustees have taken all steps that they ought to make themselves aware of that information.

This report has been prepared having taken advantage of the small companies exemption in the Companies Act 2006.

By order of the board of trustees.

Hilary Emery (Chair)

26th March 2024

Independent auditors' report to the members of Family Links (Educational Programmes)

Opinion

We have audited the financial statements of Family Links (Educational Programmes) (the 'charitable company') for the year ended 31st August 2023 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cashflows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st August 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 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.

Matters on which we are required to report by exception

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

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

Responsibilities of trustees
As explained more fully in the trustees' responsibilities statement set out on page 8, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements
We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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

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

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management, those charged with governance around actual and potential litigation and claims;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;

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.

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



Lee Baker BA FCA
Senior Statutory Auditor
For and on behalf of Wenn Townsend
Statutory Auditor
Oxford
26th March 2024

Family Links (Educational Programmes)

Statement of Financial Activities
(including income and expenditure account)
for the year ended 31st August 2023

	Note	Unrestricted Funds	Restricted Funds	Total 2023	Unrestricted Funds	Restricted Funds	Total 2022
		£	£	£	£	£	£
Income							
Donations and Grants	2	294,599	45,000	339,599	334,379	160,283	494,662
Income from charitable activities:							
Provision of training and development	3a	843,789	-	843,789	774,695	-	774,695
Sale of support resources	3b	260,376	-	260,376	205,548	-	205,548
Family Links conference tickets		-	-	-	6,220	-	6,220
Income from other activities:							
Gain on disposal of fixed assets	4	300	-	300	50	-	50
Investment income	5	20,515	-	20,515	1,845	-	1,845
Total income		1,419,579	45,000	1,464,579	1,322,737	160,283	1,483,020
Expenditure							
Costs of raising funds:							
Fundraising costs	6	50,629	12	50,641	58,446	127	58,573
Expenditure on charitable activities:							
Cost of training and development	7a	1,118,887	138,365	1,257,252	864,883	119,134	984,017
Sale of support resources	7b	187,934	3,349	191,283	129,093	6,582	135,675
Family Links 25th anniversary conference		-	-	-	15,011	-	15,011
Total expenditure		1,357,450	141,726	1,499,176	1,067,433	125,843	1,193,276
Net income/(expenditure)		62,129	(96,727)	(34,597)	255,304	34,440	289,744
Transfers between funds	16	-	-	-	1,024	(1,024)	-
Reconciliation of funds							
Total Funds brought forward		747,489	213,389	960,878	491,161	179,973	671,134
Total Funds carried forward		809,618	116,662	926,281	747,489	213,389	960,878
Represented by:							
Tangible fixed assets		13,887	-	13,887	10,476	-	10,476
Stock		44,829	-	44,829	64,791	-	64,791
Debtors		111,766	-	111,766	77,697	-	77,697
Cash at bank and in hand		1,050,363	116,662	1,167,025	892,856	213,389	1,106,245
Current liabilities		(411,226)	-	(411,226)	(298,331)	-	(298,331)
Total funds carried forward		809,619	116,662	926,281	747,489	213,389	960,878

The statement of financial activities includes all gains and losses recognised in the period.

All income and expenditure derive from continuing activities.

Family Links (Educational Programmes)

Balance Sheet
As at 31st August 2023

	Note	2023		2022	
		£	£	£	£
Fixed assets					
Tangible assets	12	13,887		10,476	
			13,887		10,476
Current assets					
Stocks		44,829		64,791	
Debtors	13	111,766		77,697	
Short term investments		600,000		579,238	
Cash at bank and in hand		567,025		527,007	
		1,323,620		1,248,733	
Creditors: amounts falling due within one year	14	(411,226)		(298,331)	
Net current assets			912,394		950,402
Net assets			926,281		960,878
The funds of the charity:					
Unrestricted funds			809,619		747,489
Restricted funds	16		116,662		213,389
Total charity funds			926,281		960,878

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime. The financial statements on pages 12 to 24 were approved by the Trustees on ..... 2024 and signed on their behalf by:

.....
Hilary Emery

Registered Company No: 03323287

Family Links (Educational Programmes)

Statement of Cash Flows
for the year ended 31st August 2023

	Total 2023 £	Total 2022 £
Cash flows from operating activities		
Net movement in funds	34,597	289,744
Adjustments for:		
Depreciation	6,647	6,412
Interest receivable	(20,515)	(1,845)
Working Capital Changes:		
Movement in current assets:		
(Increase)/Decrease in stock	19,962	(11,286)
(Increase)/Decrease in debtors	(34,069)	(689)
Movement in current liabilities:		
(Increase)/Decrease in creditors	112,895	(5,469)
Net cash inflow/(outflow) from operating activities	**50,323**	**276,867**
Cash flows from investing activities		
Interest received	20,515	1,845
Purchase of tangible fixed assets	10,058	(6,544)
Cash used in investing activities	**10,457**	(4,699)
Increase in cash and cash equivalents in the year	**60,780**	272,168
Cash and cash equivalents at the beginning of the year	**1,106,245**	**834,077**
Total cash and cash equivalents at the end of the year	**1,167,025**	**1,106,245**

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation

Family Links is a company limited by guarantee in England and Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity. The address of the registered office is given in the charity information on page 2 of these financial statements. The nature of the charity's operations and principal activities is noted in the Trustees Report.

The charity constitutes a public benefit entity as defined by FRS 102. These financial statements have been prepared on an accruals basis 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, and UK Generally Accepted Accounting Practice

The financial statements are prepared on a going concern basis under the historical cost convention or transaction value unless otherwise stated. The financial statements are presented in sterling, which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

b) Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. They have concluded that the budgeted income and expenditure is sufficient with the level of reserves held for the charity to be able to continue as a going concern.

c) Revenue recognition

Income is included when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred. Government grants in respect of the Coronavirus Job Retention Scheme were recognised in the SOFA in the period in which the charity was entitled to such grants as a result of having furloughed staff members.

Income received in advance of training courses being provided is deferred until the criteria for income recognition are met (see note 14).

Accounting policies (continued)

d) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is either upon notification of the interest paid or payable by the bank or after calculation of interest due based on terms of the deposit certificate.

f) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Restricted funds are donations and grants which the donor has specified are to be solely used for particular areas of the charity's work.

g) Expenditure and irrecoverable VAT

Expenditure is included once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise a proportion of employment costs of staff working on fundraising events and grant applications, and any costs accruing to those activities.
- Expenditure on charitable activities includes all costs incurred in providing training courses and in supplying support resources, as well as costs incurred in developing new training formats and resources and other programme delivery costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h) Allocation of support costs

Support costs are the functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include operational back-office costs, finance, personnel, payroll and governance costs, which support the charity's activities. The bases on which support costs have been allocated are set out in notes 8 and 9.

i) Operating leases

The charity classifies the lease of photocopiers and mobile phones as operating leases; the title to the equipment remains with the lessor, and the equipment is replaced at the end of the lease term. Rental charges are charged on a straight-line basis over the term of the lease.

Accounting policies (continued)

j) Tangible fixed assets

Individual fixed assets costing £250 or more are capitalised at cost, and depreciated over their estimated useful economic lives as follows:

Leasehold improvements	over the life of the lease
Computer equipment	over three years, straight line
Other office equipment	over five years, straight line

Website costs are accounted for through the statement of financial activities in the year in which they are incurred, and are not capitalised.

k) Stock

Stock consists of printed books, games, training resources and purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Donated items of stock are included at fair value, which is the amount the charity would have been willing to pay for the items on the open market.

l) Debtors

Trade debtors are recognised at the settlement amount, and prepayments are valued at the amount prepaid.

m) Cash at bank and in hand

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

n) Creditors and provisions

Creditors and provisions are included where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

o) Employee benefits

The charity operates a defined contribution pension scheme. The cost of the contributions made to the scheme is charged to the SOFA as it becomes payable. The charity also runs an auto-enrolment pension scheme to comply with statutory requirements. The defined contribution from the charity is paid as the employer's contribution, whilst the employees' contributions top this up to keep the total in line with the statutory minimum provision. Employees choosing to opt out of the auto-enrolment pension continue to have the employer's contribution made to their personal pension.

p) Taxation status

The charitable company is a registered charity with no trading activities and therefore has no liability to corporation taxation.

2 Income from donations and grants	Unrestricted	Restricted	Total 2023	Total 2022
	£	£	£	£
Donations				
Mr and Mrs Emmett (incl Gift Aid)	2,885	-	2,885	3,125
Inchcape Foundation	2,500	-	2,500	1,875
John Swire 1989 Charitable Trust	1,000	-	1,000	1,000
Core Filing	5,000	-	5,000	-
Michael and Jane Kier Charitable Settlement (incl Gift Aid)	-	-	-	1,207
Others including Gift Aid	125	-	125	112
Give as you Live	189	-	189	-
Jelly Creative Solutions – donation in kind	-	-	-	60
BIBO	534	-	534	-
	12,233	-	12,233	7,379
Grants				
The A. D. Charitable Trust	30,000	-	30,000	30,000
Cherry Family Foundation	-	-	-	10,000
Core Filing	-	-	-	5,000
Doris Field Charitable Trust	-	-	-	1,000
The Dulverton Trust	-	-	-	50,000
Family Stability Network		-	-	73,950
Garfield Weston Foundation	25,000	-	25,000	25,000
The Headley Trust	-	-	-	20,000
The John Armitage Charitable Trust	45,000	-	45,000	40,000
John Swire	3,000	-	3,000	-
Pease Charitable Trust	10,000	-	10,000	-
Fastn	69,376	-	69,376	-
Private Grant	-	-	-	16,489
The Peter Cundill Foundation	99,990	-	99,990	100,000
Porticus UK	-	-	-	58,844
The Pye Charitable Settlement	-	-	-	2,000
The Schroder Foundation	-	-	-	30,000
Society of the Holy Child, Jesus	-	-	-	25,000
The Tedworth Charitable Trust	-	15,000	15,000	-
Private Donor Grant	-	30,000	30,000	-
	282,366	45,000	327,366	487,283
Total Legacies, Donations and Grants:	294,599	45,000	339,599	494,662

Included within donations, gifts and legacies for the Charity is £NIL (2022: £ NIL) of Government grants relating to the Coronavirus Job Retention Scheme.

3 Income from charitable activities

a) Training and development

	Unrestricted	Restricted	Total 2023	Total 2022
			£	£
10-week Parent Group Leader programme	516,255	-	516,255	583,391
Other programmes	327,534	-	327,534	191,304
	843,789	-	843,789	774,695

b) Sale of support resources:

The Parenting Puzzle	113,866	-	113,866	100,931
Games, manuals and other resources	146,510	-	146,510	104,617
	260,376	-	260,376	205,548

4 Income from other activities

Income from sale of fixed assets

Proceeds on disposal of fixed assets	300	50
Net book value of fixed assets	-	-
Gain on disposal of fixed assets	300	50

5 Investment income

All of the charity's investment income of £20,515 (2022 – £1,845) arises from money held in interest bearing deposit accounts.

6 Analysis of fundraising costs

	Note	Unrestricted	Restricted	Total 2023	Total 2022
		£	£	£	£
Wages and salaries		31,898	-	31,898	29,833
Pensions		1,998	-	1,998	1,921
Consultancy		-	-	-	400
Books and subscriptions		752	-	752	693
Travel and subsistence		56	-	56	435
Governance costs	8	456	9	465	951
Support costs	9	15,469	3	15,472	24,340
		50,629	12	50,641	58,573

7 Analysis of expenditure on charitable activities

a) Training and development

	Note	Unrestricted £	Restricted £	Total 2023 £	Total 2022 £
Wages and salaries		442,132	54,963	497,095	406,006
Pensions		27,971	1,994	29,965	22,186
Consultancy and freelance trainers		117,408	45,499	162,907	162,989
Travel, accommodation and subsistence		75,843	1,800	77,643	63,625
Training materials		5,672	11,670	17,342	10,144
Games, manuals and resources		32,300	751	33,051	38,308
Carriage of resources		6,618	430	7,048	4,940
Venue hire and refreshments		52,075	2,563	54,638	60,280
Evaluation and development costs		19,707	9,524	29,231	12,599
Promotion costs		56,434	9,026	65,460	21,136
Filming and photographs		9,145	-	9,145	11,160
Website maintenance		1,858	-	1,858	585
Professional indemnity insurance		1,004	-	1,004	1,319
Governance costs	8	7,749	102	7,848	6,343
Support costs	9	262,974	43	263,017	162,397
		1,118,887	138,365	1,257,252	984,017

b) Support resources

	Note	Unrestricted £	Restricted £	Total 2023 £	Total 2022 £
Wages and salaries		61,144	-	61,144	55,912
Pensions		3,882	-	3,882	3,618
Games, manuals and resources		78,166	3,332	81,498	50,938
Carriage of resources		12,892	-	12,892	11,940
Governance costs	8	912	13	925	499
Support costs	9	30,938	4	30,942	12,768
		187,934	3,349	191,283	135,675

8 Allocation of Governance costs

a) Unrestricted

	Training & development £	Sale of support resources £	Fund-raising £	Total 2023 £	Total 2022 £
Audit and accountancy	5,081	598	299	5,978	4,280
Other professional fees	1,150	135	68	1,353	14
Bank and transaction charges	1,220	144	72	1,436	1,968
Trustee meeting and travel costs	295	35	17	347	515
	7,746	912	456	9,114	6,777

8 Allocation of Governance costs

b) Restricted	Training & development £	Sale of support resources £	Fund-raising £	Total 2023 £	Total 2022 £
Bank and transaction charges	102	13	9	124	6
Legal fees	-	-	-	-	1,010
	102	13	9	124	1,016

9 Allocation of support costs

a) Unrestricted	Training & development £	Sale of support resources £	Fund-raising £	Total 2023 £	Total 2022 £
Postage, stationery and photocopying	5,624	662	331	6,617	5,073
Telephone and internet	5,273	620	310	6,203	5,360
Insurance	2,361	278	139	2,778	2,428
Rent and rates	61,872	7,279	3,640	72,791	48,638
Repairs and maintenance	7,061	831	415	8,307	6,649
Utilities	7,935	934	467	9,336	4,595
Wages and salaries	121,557	14,301	7,150	143,008	80,394
Recruitment costs	2,134	251	125	2,510	4,046
Pensions and death in service	9,646	1,135	567	11,348	9,586
Staff development	3,587	442	211	4,220	2,854
Travel, accommodation and subsistence	10,124	1,190	596	11,910	3,424
Depreciation	5,646	664	332	6,642	6,411
Computer and ISP costs	16,227	1,909	955	19,091	19,946
Bad debts	(148)	(17)	(9)	(174)	-
Subscriptions	4,075	479	240	4794	81
	262,974	30,938	15,469	309,381	199,485

Support costs are allocated proportionately based on the level of staff costs in each area of activity.

b) Restricted	Training & development £	Sale of support resources £	Fund-raising £	Total 2023 £	Total 2022 £
Wages and salaries	-	-	-	-	-
Mobile phones	43	5	2	50	20
	43	5	2	50	20

	2023 £	2022 £
Auditors' remuneration - audit services	5,978	4,281

10 Trustees' remuneration and expenses reimbursed

No remuneration was paid to the Trustees during the period (2022: Nil). Trustees claimed reimbursement for travel expenses during the period of £347 (2022 - £224).

11 Staff costs

The average number of employees during the period was 19 (full time equivalents: 16.8) (2022: 16, FTE: 13.9).

The charity contributes 7% of employees' basic pay to personal pension schemes chosen by the individual employees. The cost of the contributions made is charged to the SOFA as it becomes payable. The charity set up an auto-enrolment pension scheme on the 1st June 2016 in line with statutory requirements. The full 7% contribution from the charity is paid as the employer's contribution, and employees' contributions are kept in line with the statutory minimum provision, although they may opt to contribute more. Employees choosing to opt out of the auto-enrolment pension continue to have the option of the employer's contribution made to their personal pension. The total employer contributions for the period are disclosed below. Unpaid contributions at the balance sheet date amounted to £6,647 (2022: £4,345). Redundancy costs were incurred when the project to which a role was linked ended, and further activities could not be identified to justify an unfunded ongoing role. All liabilities were recognised at the point at which the employee was notified of the decision.

Staff costs were	Total 2023 £	Total 2022 £
Wages and salaries	667,778	522,652
Social security costs	69,202	49,493
Other pension costs	44,690	37,311
	781,670	609,456

The total remuneration paid to Key Management in the year to 31st August 2023 was £181,175 (2022 - £172,015). One member of staff received annual emoluments between £60,000 and £70,000 (2022 - 0).

12 Fixed assets

	Leasehold Improvements £	Fixtures, Fittings and equipment £	Total £
Cost:			
At 1st September 2022	31,612	107,091	138,703
Additions	-	10,058	10,058
Disposals	-	(19,797)	(19,797)
At 31st August 2023	31,612	97,352	128,964
Depreciation:			
At 1st September 2022	31,039	97,188	128,227
Charged in period	573	6,074	6,647
Eliminated on disposal	-	(19,797)	(19,797)
At 31st August 2023	31,612	83,465	115,077
Net book value:			
At 31st August 2023	-	13,887	13,887
At 31st August 2022	573	9,903	10,476

13 Debtors

	2023	2022
	£	£
Accounts receivable	50,072	44,719
VAT reclaimable	-	4
Prepayments	48,448	32,022
Accrued income and other debtors	13,246	952
	111,766	77,697

14 Creditors

Accounts payable	6,295	46,123
PAYE/NI	25,269	19,652
Other creditors and accruals	12,011	6,726
Deferred income	367,651	225,830
	411,226	298,331

Deferred income relates to payment in advance of services to be provided mostly in the 2023-24 period.

Balance as at 1st September 2022	225,830	270,570
Amount deferred in period	359,968	218,506
Released to SOFA in period	(218,147)	(263,246)
Balance as at 31st August 2023	367,651	225,830

15 Financial commitments

At 31st August 2023 the charity had total commitments under non-cancellable leases as follows:

	Land and buildings	
	2023	2022
	£	£
Expiry date		
Not later than one year	12,200	27,600
Later than one and not later than five years	-	-
Later than five years	-	-
Total commitments	12,200	27,600

16 Restricted funds

Purpose of Fund	Balance at 1st September 2022	Incoming resources	Resources expended	Fund transfer	Balance at 31st August 2023
	£	£	£	£	£
Three Oxfordshire Schools Project	12,227	30,000	(14,341)	2,115	30,001
Oxford Schools Project – additional school	2,115	-	-	(2,115)	-
Parenting Bursary Fund	13,854	-	(13,854)	-	-
South Abingdon Schools project	103,345	-	(55,711)	-	47,634
Playful Families training development	553	-	(553)	-	-
Bursaries to train PGLs in schools and EY settings	2,970	-	(2,970)	-	-
Emotional Health training for Oxon schools & nurseries	1,000	15,000	(9,982)	-	6,018
Parent Group Leader training in London and Essex for people who work with teenagers	10,000	-	(10,000)	-	-
Hosting the former Fastn network	67,325	-	(34,316)	-	33,009
	213,389	45,000	(141,727)	-	116,662

Income received for the Oxfordshire Schools Project (additional school) was not utilized in the year and was transferred to the Three Oxfordshire Schools Project.

Comparative period information

Purpose of Fund	Balance at 1st September 2021	Incoming resources	Resources expended	Fund transfer	Balance at 31st August 2022
	£	£	£	£	£
Three Oxfordshire Schools Project	21,613	16,489	(25,875)	-	12,227
Oxford Schools Project – additional school	11,318	-	(9,203)	-	2,115
Infant Sleep Research	3,961	-	(3,961)	-	-
Parenting Bursary Fund	28,499	-	(14,645)	-	13,854
South Abingdon Schools project	86,152	58,844	(41,651)	-	103,345
Playful Families training development	12,010	-	(11,457)	-	553
Bursaries to train PGLs in schools and EY settings	16,420	-	(13,450)	-	2,970
Emotional Health training for Oxon schools & nurseries	-	1,000	-	-	1,000
Parent Group Leader training in London and Essex for people who work with teenagers	-	10,000	-	-	10,000
Hosting the former Fastn network	-	73,950	(5,601)	(1,024)	67,325
	179,973	160,283	(125,843)	(1,024)	213,389

Included within the gifting agreement from Fastn was provision to purchase a laptop and workstation peripherals. As these have been provided and are now included in our fixed assets, the restriction is deemed to be met and the equivalent value has been transferred to unrestricted funds.

The Centre for Emotional Health

England & Wales - Charity number 1062514

Accounts

FAMILY LINKS
The Centre for Emotional Health

Family Links (Educational Programmes)

(A company limited by guarantee)

Report and Financial Statements

for the year ended

31st August 2022

Registered charity number: 1062514

Registered company number: 03323287

Family Links (Educational Programmes)

Report of the Trustees
for the year ended 31st August 2022

The trustees present their annual report together with the audited financial statements of the charity for the year ended 31st August 2022, which are also prepared to meet the requirements of a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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 2016).

Chair's introduction to the annual report 2022

This has been a landmark year as Family Links celebrated twenty-five years since we were established to encourage and develop nurturing and relationship skills through schools, families and the wider community. In true Family Links style, we brought friends and partners old and new together to share in the celebrations and to look forward to how we use all that we have learnt to further develop emotional health for children, their families and carers and their communities. Our conference in April included presentations from Prof Eamon McCrory on the neuroscience of childhood trauma, Sally Hogg about the importance of the earliest relationships, Ed Vainker talked about the cradle to career model at Reach Academy and Dr John Coleman explored what teenagers need from the adults in their lives. The day ended with our Patron, Alexander Armstrong, leading an interview with Dr Alenka Miles about her use of the Nurturing Programme on the frontline of the NHS.

It has also been a sad year as we said farewell to Sarah Darton, our CEO, who retired in April. Sarah's professional knowledge, leadership skills and personal empathy have ensured that Family Links is the secure, successful organisation that through developing emotional health makes a life changing difference to children and families. We are pleased that Sarah is still working with us as a freelance trainer, delivering some of our programmes.

Trustees were delighted that out of an excellent field we were able to appoint Peter Leonard as our new CEO. At interview he impressed trustees and staff with his understanding of, and commitment to, Family Links, his leadership skills and experience and his vision for the future through working together. Peter previously worked in the business and faith sectors and as a Primary Teacher and Headteacher where he first encountered our parent support programmes. During April Sarah worked closely with Peter making introductions to partners and commissioners and ensuring a smooth transition. He is thoughtfully building on Sarah's legacy as we commence our next 25 years and has hosted a series of excellent events for staff, trainers and trustees to start to formulate the 2023-2026 Strategic Plan. We are impressed by the way that he has established his leadership style as collaborative, thoughtful and strategic.

With the easing of Covid restrictions we have seen a substantial increase in face-to-face training. As can be seen in the accounts this has been another successful year in terms of income from training and securing grants that have included support for work with schools on emotional health for students and staff. As readers will see in the report it has been an exciting year with lots of outstanding work in providing training and being a leading voice advocating for emotional health in policy and practice settings. We go into 2023 with plans for managed growth in our parenting and education work, increasing our influence in the understanding and use of emotional health skills and being a great place to work and learn.

In closing I want to thank my fellow trustees and all the staff and trainers, for their cheerfulness, enthusiasm, energy and passion for our work. Particular thanks go to our directors: Anne Tester for her outstanding management of our finances, Sally Alden for her excellent external relations and fundraising work; to our training and education teams; and to our fabulous support staff who keep the wheels turning. I am delighted that Rowen Smith was appointed as Director of Training on 1 September, so that we can benefit from his expertise at this strategic level. I am always impressed by the way that everyone who works for Family Links and all our trustees and trainers are so committed to our work, the difference we can make and to supporting one another and our clients through building extraordinary relationships (and cake which is always on offer at our offices in Oxford!). We look forward to another exciting and demanding year where emotional health will be more important than ever as families and communities face greater economic and personal challenges.

Hilary Emery

Family Links (Educational Programmes)

Report of the Trustees
for the year ended 31st August 2022

Reference and administrative details

Charity number:	1062514
Company number:	03323287
Registered office:	Units 2&3 Fenchurch Court, Bobby Fryer Close, Oxford, OX4 6ZN

Our advisers

Auditors	Wenn Townsend, 30 St Giles, Oxford, OX1 3LE
Bankers	CAF Bank Ltd, 25 Kings Hill Avenue, West Malling, Kent, ME19 4JQ

Directors and trustees

The directors of the charitable company are its trustees. Trustees and officers serving during the year and since the year-end were as follows:

Trustees

Hilary Emery (Chair)
Vanessa Emmett (reappointed 24th March 2022)
Gordon Beach
Emma Judge
Rosalind Portman
Wendy Rose
Martin Havelock
Masood Hassan

Key Management personnel

Sarah Darton	–	Chief Executive until 5th May 2022
Peter Leonard	–	Chief Executive from 6th May 2022.
Sally Alden	–	(Executive) Director of Funding and External Relations
Anne Tester	–	(Executive) Finance Director

Structure, Governance and Management

Governing Document

Family Links (Educational Programmes) is a charitable company governed by its Memorandum and Articles of Association. The company was incorporated on 24th February 1997. At their AGM in November 2016, the trustees agreed to adopt a new constitution entitled "Family Links Articles of Association 15 November 2016", which replaced the Articles of Association dated 21 February 1997.

Appointment of Trustees

As set out in the Articles of Association, the chair of the trustees is elected by the trustees. New trustees are co-opted onto the board of trustees. The term of service for a trustee is 4 years, renewable once, hence is usually not more than 8 years. The trustees may extend the term of service.

Trustee induction and training

Potential and new trustees are given a copy of the Charity Commission publication "The Essential Trustee: What you need to know, what you need to do (CC3)", together with the most recent annual report, the strategic plan, a Trustees' Handbook and other relevant papers and materials relating to Family Links. They are invited to meet the staff and observe Family Links training courses, where appropriate.

Organisation

The board of trustees administers the charity. The board meets every three to four months. The Chief Executive is appointed by the trustees to manage the day-to-day operations of the charity, and has delegated authority, within terms of delegation approved by the trustees, for operational matters, including finance, employment and training. The Chief Executive is supported by the executive Director of Funding and External Relations, the executive Finance Director, and from 1 September 2022, the Director of Training, previously Head of Training. The leadership team includes the Head of Education, Head of Programmes, and Head of Operations and HR.

Pay policy

Family Links has a pay policy for staff, which ensures that salary decisions take into account motivation, retention, affordability, appropriateness for the sector and the beneficiary context, and impact on the organisation as a whole. The pay of all staff is reviewed annually, and any increase is approved by the trustees. Increases have been applied on a sliding scale with higher increments for lower paid staff, or with a minimum level of increase set.

Related parties and co-operation with other organisations

None of the trustees receives remuneration or other benefit from their work with the charity. Trustee donations to Family Links amounted to £3,125 in the year (2021-22 - £3,000). In the 2021-22 financial year, a total of £NIL was paid to a party related to the Finance Director, for development and implementation of an additional feature in our online shop (2020-21 - £125).

Family Links (Educational Programmes)

Report of the Trustees
for the year ended 31st August 2022

Objectives and activities

Summary of Purposes and Activity

Family Links (Educational Programmes), also working under the names 'Family Links' and Family Links the Centre for Emotional Health' is a national charity dedicated to the promotion of emotional health. We offer high-quality training and resources for professionals working with families, school and university staff, and employees in the workplace.
The purposes of Family Links as set out in the objects contained in the company's memorandum of association are:

- To encourage and teach nurturing and relationship skills and the prevention of neglect and abuse, through educational institutions, families and the community; and
- To promote public understanding of the importance of the education of emotional self-awareness.

Family Links' vision is for everyone to live an emotionally healthy life. Our mission is to promote an approach to life and relationships that equips and supports families and communities to be emotionally healthy.

Main Activities undertaken to further public benefit

The trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties.

In 2021-22 we continued our work to further public benefit through the following goals:

1. Reach more adults and children at home, at school and at work, through our training courses, programmes and resources, to enable them to realise their potential, enjoy positive relationships and live fulfilled lives.
2. Influence local and national policy makers and commissioners to recognise the importance of good emotional health in adults and children and understand how it is developed and sustained.
3. Understand and communicate the impact of the Nurturing Programme in practice, within the context of wider research on emotional health.

We continued to respond to the ongoing impact of COVID-19 by maintaining our online training offer where appropriate and by deferring face-to-face training for those in areas still facing restrictions. We offered support for practitioners and teachers working with parents and children and made available emotional health support to adults in the workplace.

To achieve our goals, we planned to:

- Continue to offer a blended approach to training, offering online training for many of our open training courses, and keeping exclusively face-to-face training for our Parent Group Leader and 2-day Talking Teens training where facilitation skills need to be taught and assessed.
- Increase our reach to parents by developing digital products, exploring the potential for creating an app and providing digital resources such as e-books.
- Develop, at the request of a local authority, a programme for parents in conflict, keeping the focus on the child and based upon the Nurturing Programme approach.
- Produce an impact report for our 25th anniversary.
- Develop a commissioners' booklet to provide clarity on the importance of emotional health, the Nurturing Programme approach and the details of our training and programmes.
- Continue to exert influence, promoting the importance of good emotional health, through our membership of the 1001 days Foundation, the Fair Education Alliance (FEA), the NCB's Schools' Wellbeing Partnership and the Parenting Programmes Alliance.
- Continue to promote the importance of integrated needs assessment and planning for parenting support, with universal as well as targeted access.
- Celebrate Family Links' 25th anniversary, holding a reception and a national conference with a focus on Building the Capabilities of the Adults in Children's Lives.
- Continue to evaluate our Whole School Approach to Emotional Health, working with South Abingdon schools and Eynsham Early Intervention Hub, supported by New Philanthropy Capital.
- Evaluate our training and implementation, working with Buckinghamshire local authority.

Achievements and Performance

Goal 1: Reach more adults and children at home, at school and at work, through our training courses, programmes and resources, to enable them to realise their potential, enjoy positive relationships and live fulfilled lives.

With many areas having resumed the option of attending face-to-face training in April 2021, we were able this year to catch up with a backlog of demand for Parent Group Leader (PGL) training, and an additional 598 PGLs were recognised in the period. This is more than in the previous two years put together. As they all set out to run parent groups following their training this will be translating into numerous adults and children whose lives will be impacted by the Nurturing Programme. We estimate the number of parents reached each year using sales of parent-facing resources as a proxy. Although we know that this provides an underestimate because many parents will share resources, we continue to use it for its consistency and in 2021-22 the number reached on this basis was 10,784 compared with 9,669 in 2020-21.

Our Welcome to the World antenatal training also picked up substantially once again, as did our Parenting Puzzle Workshop training for which our online training option proved particularly popular. Whilst we continued to offer our Playful Parenting training online, we were finally able to offer it face-to-face as well, and this was very well-received. Attendance at our Teens and Working 1:1 programmes was not as high as in previous years, both because of budget constraints and because where a choice of training was needed commissioners were opting for the full Parent Group Leader training. In November 2021 we offered an online workshop in Stress and the Brain in Children and Teenagers, expecting it to be a one-off event to assist people in responding to adverse effects on children and teenagers of living through the Covid-19 pandemic. It proved popular however, and we were asked to run the workshop again, which we did in February 2022. We will continue to respond to demand for this in the future, adapting the content to be appropriate for understanding teen and child stress in any context. In May we launched Keeping the Child in Mind, the training whose development was originally commissioned by Buckinghamshire County Council, using the Nurturing Programme approach to reduce parental conflict, and to prioritise the needs of the child.

In March 2022, under the Abolition of Defence of Reasonable Punishment Act, all types of physical punishment of children became illegal in Wales. In response to this, specifically to support practitioners working with families in Wales, we developed an online one-day workshop entitled "Positive Approaches to Discipline". The first workshops were delivered in June and July, and a further six training days have been booked for delivery in September to November 2022.

It is clear that the face-to-face aspect of our training courses that model facilitative skills is crucial, and many of our other training courses benefit from the advantages of being delivered face-to-face. Our emphasis on the importance of facilitation skills and relationships and not just managing behaviour is what sets us apart from many other parenting programmes. As venues have opened up in the declining days of the Covid-19 pandemic, we have intentionally reduced our online offering with the aim of delivering the best quality experience for our trainees. In 2021-22 45% of parent programme attendees were online and 55% face-to-face (2020-21 55% online, 45% face-to-face).

In total we trained 1,377 parenting practitioners and 303 educators in new skills (1,421 and 274 in 2020-21).

We have moved carefully on the path of digitalising resources, beginning with a survey of those using our programmes to gain their views on digital resources. In the next financial year, we will be releasing the Parenting Puzzle Booklet in Polish as our first Kindle eBook and will apply any learning from the process to our exploration of creating further digital products. As our survey respondents were more positive about an app in comparison with an eBook, we will also continue to work on ideas for app development, and this will be included in our plans for the future. We have created an accessible version of the Understanding Teenagers Booklet for parents for partially sighted people, which is available on request. At the end of August, we spent a day filming some role-play scenarios from the programme. These will be used as a supplement to trainings and parent groups and will be hosted in the PGL log-in section of the website. They will also be useful to show at practitioner events to demonstrate some of the concepts of the Nurturing Programme.

Our work in schools continued to be focussed mainly on in-depth work with those included in the projects for which we had received specific grant funding. Groups of schools and the wider community in South Abingdon and other areas of Oxfordshire have received training and support, with staff members receiving Continual Professional Development training, others being trained to run a range of groups for parents of children in the schools and supporting the adoption of a whole school nurturing approach.

In addition to the funded projects, we have delivered courses this year on:

- Parental Engagement,
- Continual Professional Development in Understanding Teenagers,
- Early Years,
- Motivation for Learning in a Madrassah, and
- A series of twilight sessions for school staff.

As we continued to provide our online module "Good Mental and Emotional Health in Schools" free of charge, a further 1,203 education staff completed the course during the year.

We have delivered Emotional Health at Work training to prison staff, an e-commerce agency, and a not-for-profit organisation. Interest in this training has gained traction in Flintshire where (post year-end) we have delivered another five workshops on Supporting Emotional Health and Wellbeing at Work.

Goal 2: Influence local and national policy makers and commissioners to recognise the importance of good emotional health in adults and children and understand how it is developed and sustained.

Early in the year we attended a National Children's Bureau session with the Department for Education and the mental health in schools' coalition where there were interesting updates on mental health support teams and senior mental health leads in schools. In November 2021 our Head of Programmes presented on "Parenting as a Public Health Priority" at the Public Policy Exchange online event "Improving Public Health 0-5 yrs, strengthening prevention and early intervention". Our Head of Education produced a short film with Teach First on Empathy-based classrooms. She also presented in a Smiley Talk on the power of positive connections for young people, which received high levels of engagement. Our Chief Executive Sarah made a presentation at the Zinc bootcamp on 9th November on Strong and Supportive families for tech entrepreneurs, looking at ways to support children and young people's mental health

We held our first Emotional Health Awareness Day on the 24th February, which was also the 25th anniversary of the incorporation of Family Links. This sparked considerable interest on social media platforms, and we will be continuing to use this day in future to promote awareness of the importance of emotional health.

Our postponed national conference "Building the Capabilities of Adults in Children's Lives" was rescheduled and took place as a 25th anniversary event at The Wellcome Collection in April 2022. The conference was chaired by our trustee Wendy Rose, and our chair of trustees Hilary Emery. We welcomed Professor Eamon McCrory from UCL who spoke about the neuroscience of childhood trauma through a social transactional lens, and Sally Hogg from the Parent-Infant Foundation who shared insights on the importance of the earliest relationships. Ed Vainker from Reach Foundation told us about the impact their work has had on whole communities. We were also delighted to hear from Liz Burton and Jane Godby from St Mary and St John Primary School about creating supporting cultures where learning can thrive, and from Dr John Coleman on how adults can support teenagers. Dr Alenka Miles was interviewed by our patron Alexander Armstrong on her journey using the Nurturing Programme both personally and professionally in the NHS.

Members of the team presented at the Oxfordshire Youth in Mind conference in May. The workshop was well attended, and feedback very positive. Our Head of Education was invited to speak at the Campaign for Learning conference in July on building resilience in families, and we look forward to engaging in further work with the Campaign for Learning.

During the year we worked with the Parenting Programmes Alliance to develop a theory of change for parenting programmes in family hubs, and the outcomes from this will help to inform our overarching theory of change.

Goal 3: Understand and communicate the impact of the Nurturing Programme in practice, within the context of wider research on emotional health.

We have been working on a new strategic plan for 2023 – 2026 which includes a clear impact and evidence strategy. We were also proud to produce our Impact Report 2022 in time for our 25th anniversary conference. This report explains how our programmes improve the emotional health of parents and children and strengthens family relationships. It demonstrates our impact within specific communities where programme evaluation has been undertaken, gives case studies of our work in a prison, in a local authority, with Muslim families, and in an NHS Trust. It summarises key findings from schools which have worked in partnership with us and includes a case study which shows how use of the Nurturing Programme in schools is enabling for both staff and pupils. The report lists the ways in which we influence policy at a national level.

We continued the work begun in 2020 to evaluate our Whole School Approach to Emotional Health, working with South Abingdon schools where we were supported by New Philanthropy Capital, and in a number of Oxford schools and the Eynsham Early Intervention Hub where we used an independent consultant to assist with our evaluations. In all of these settings we have run regular focus groups for parents which have provided us with rich qualitative data and case studies. The challenge of operating within the ongoing restrictions of the Covid 19 pandemic eased during the year but the impact is still being felt across these projects.

We continued our Learning Partnership with the Manchester Early Help Parenting Team. The partnership is particularly helpful because in addition to our usual pre- and post-group evaluation measures the team includes a three-month follow up with those who have completed the 10-week Nurturing Programme. This has allowed us to assess and see evidence of sustained impact. We are developing new Learning Partnerships with other local authorities and school groups. In one area this will be focussed on our pilot training programme around parental conflict 'Keeping the Child in Mind'

During August we had an intern from Manchester University working with us on developing our overarching organisational Theory of Change and researching the area of Emotional Health. We have also produced our Commissioner's Guide to Training brochure detailing the background to our courses and the range of options available.

Our research advisory group has met regularly, providing helpful thinking and challenge on our research projects, and our monitoring and evaluation processes. We are very grateful to this group and are looking forward to their continued support this year as we implement our new strategic plan.

The Family Stability Network (Fastn), a charity we have worked with very closely for many years, recognised the challenges of funding and took the decision to close. The Fastn trustees decided that their Principles of Excellence in Relationships Education would in the longer term be well located within Family Links. The trustees and senior management team of Family Links had robust conversations, carried out due diligence and sought legal advice prior to accepting the gifting agreement which was signed by both parties in August 2022.

Fundraising Activities

Our Director of Funding and External Relations completes grant applications and carries out fundraising activities with support from colleagues and trustees, to raise funds for the charity. While most of our income is generated by sales of trainings and resources, we rely on donations and grants:

- to enable the running of specific projects;
- to cover some of our core costs;
- to carry out programme development;
- to carry out impact measurement and evaluation; and
- to increase public awareness and understanding of the importance of emotional health.

In the 2021-22 financial year, we were grateful to have received our highest ever level of unrestricted grant income as certain funders acted on their recognition of the inherent efficiency in funding our core activities. We were also grateful to receive further funding for specific projects both new and ongoing. 33% of our total revenue for the year came from donations and grants.

Fundraising Activities (continued)

We do not use professional fundraisers or involve commercial participators. There have been no complaints about fundraising activity this year or in previous years.

The charity has due regard to the Code of Fundraising Practice in the UK. All the charity's marketing activities are GDPR compliant, and care is taken to ensure that they are not persistent or intrusive. Marketing e-mails contain clear details of how to unsubscribe to future communications and care is taken to limit the quantity of e-mails sent out.

Financial review

Financial Position

The financial year ended 31 August 2022 felt like the beginning of the post-Covid era for us. Face-to-face training that had been deferred in 2020 was almost all booked in and delivered during this period, and as a result our income from training was the highest it has been since 2015-16. The same trend did not apply to sales of support resources which were greater than in the previous two financial years but did not pick up to pre-pandemic levels. We were grateful to receive further unrestricted grants from funders who recognise the importance of our work. Contributions in the year of over £334K towards our core costs have placed us well to commit to the necessary research required to help measure our impact and to continue developing our programmes further, especially in the areas of digital advancement accessibility. We were also grateful for restricted grant funding towards ongoing projects, namely our work in schools in areas within Oxfordshire, as well as for new activities, including training people who work with teenagers in London and Essex to be Parent Group Leaders. We also received funds from The Family Stability Network (Fastn) to continue their mission in hosting the network responsible for the Principles of Excellence in Relationships Education.

In-person attendance at the Family Links 25th Anniversary conference and reception was adversely affected by post-pandemic strictures placed on delegates' travel and use of work time. Fortunately, we were able to offer tickets for virtual conference attendance, although the ratio of in-person to virtual attendance resulted in our costs not being covered by ticket-sales. The events also doubled as an opportunity to say goodbye to our outgoing Chief Executive Sarah Darton, and welcome our new Chief Executive, Peter Leonard and introduce him to key associates.

The financial year was notable for rapidly and repeatedly increasing costs which we faced along with the rest of the UK. For the first time in four years, we have felt obliged to increase the price of our training and resources to ensure that these activities continue to contribute to our core costs. New prices took effect on 1st September 2022.

The increase in face-to-face training alongside continued online training revealed a need for increased capacity in our training and training admin teams. In addition to our new Chief Executive, we were delighted to welcome colleagues into the new roles of Digital Training Administrator and Programme Implementation Lead. We also had TUPE'd over to us our Education Programme Development Coordinator previously employed by Fastn. This much-needed expanded capacity has brought with it increased fixed costs, which we will monitor on an ongoing basis.

At the end of the financial year, we retained a surplus of nearly £290K, which increased our unrestricted reserves by £256K and our restricted reserves by £33K. This puts us in a good position to continue to expand our reach, ensuring core costs are covered in spite of rising expenditure levels.

Principal risks and uncertainties

Our principal risks and uncertainties are documented in our risk register, which is maintained by the directors with identified risks reviewed quarterly by the trustees. It includes financial, operational and strategic areas of risk, as well as governance, reputational risk and external influences. These risks are regularly reviewed, and systems and procedures to manage them implemented.

Principal risks and uncertainties (continued)

Factors that may have an adverse effect on our financial performance going forward and measures we are taking to mitigate include:

- the financial straits to be widely faced by our customers with increasing costs and reducing budgets;
    - We considered very carefully our prices levels and whilst increasing them for the first time in 4 years we have kept this to a minimum. We also work hard to develop and maintain positive relationships with all of our customers so we can support them as they manage increasingly challenging budgets. We have also sought to increase our customer base across the UK.
- the risk of centrally managed authorities favouring programmes with clinically measurable child outcomes over the Nurturing Programme which focusses on adult outcomes and the subsequent impact on the children in their care;
    - We have developed our Theory of Change and worked with external consultants including New Philanthropy Capital to evaluate our work and review our impact and evidence measures. We continue to develop Learning Partnerships with a range of local authorities and organisations.
- reduced demand for our physical resources as the expectation for digital resources increases;
    - We are constantly reviewing our resources to ensure they meet the needs of our customers and have begun to explore their digitilisation.
- a reduction in funding from Trusts and Foundations as they are impacted by potential decreasing of investments.
    - We continue to develop and maintain relationships with a wide range of trusts and grant making bodies.

Reserves policy and going concern

We regularly review our reserves policy to take into consideration the long-term impact of necessary investment into programme development and evaluation, and the need for financial security in economically uncertain times. For the past few years our policy has been to keep a level of reserves sufficient to meet our closing costs plus two months' worth of operating costs as a minimum and aim for unrestricted reserves sufficient to cover closing costs plus six months' worth of operating costs. We consider this policy still to be appropriate for us. At the end of the 2021-22 financial year, the range of reserves within this policy was £181K to £491K (2020-21 £186K - £428K). Free reserves at 31st August 2022 were £737,014 (2021 - £480,816) which is sufficient to cover 9.6 months' of fixed costs.

This is a higher level of reserves than we consider necessary to maintain, and our budgeted expenditure for 2022-23 and beyond includes making use of some of these reserves not only to cover rising fixed costs, but also for digital development, accessible resource development, impact measurement and a more focused activity to raise public understanding of emotional health, and awareness of its importance. At the time of writing this report (October 2022) we have secured 38% of our budgeted income for the coming financial year and with our high level of free reserves, have no reason to doubt our continued operation as a going concern.

Plans for Future Periods

2022-23 is the final year of the strategic plan we drafted in 2019-20 and as we continue to work towards the goals set in that plan, we are actively developing our strategy for the next three years. The activities planned for the coming year reflect the current strategic plan and build on it as we move towards the future. These include:

- Hosting a fast-track civil servant intern to assist in the development of a new website which is more accessible and user friendly whilst retaining an online shop and the ability to book training courses.
- Producing a Ukrainian translation of our Parenting Puzzle booklet and exploring the possibility of supporting the delivery of the Nurturing Programme to refugee groups.
- Carrying out an accessibility audit of our resources.
- Working with an external consultant to produce an Emotional Health communications strategy and action plan.
- Economic Evaluation – working with Pro Bono Economics to produce the economic case for using Family Links.

Plans for Future Periods *(continued)*

- Learning Partnerships: continuing to nurture existing partnerships and establishing Buckinghamshire and Cardiff Partnerships.
- Developing our existing Manchester Learning Partnership to include Schools Groups.
- Creating a series of five podcasts about Emotional Health, with a variety of contributing guests.
- Devising and introducing an overarching organisational Theory of Change.
- Capturing data and feedback from parent groups in order to log, refine and improve nationwide activity, with an aim to digitalise should funding be available.
- Trialling new methodologies and measures we may wish to use.
- Developing an emotional health alliance with other organisations in our sector, with termly meetings with a view to influencing policy at a national level.
- Expanding our work in schools, in partnership with Multi Academy Trusts.

Trustees' Responsibilities

The Trustees are responsible for preparing a trustee's annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company, and of the incoming resources and application of resources, including the income and expenditure of the charity for that period. In preparing the financial statements, the trustees are required to:

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence 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.

Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charity's auditor is unaware, and
- the trustees, have taken all steps that they ought to make themselves aware of that information.

This report has been prepared having taken advantage of the small companies exemption in the Companies Act 2006.

By order of the board of trustees.

Hilary Emery (Chair)
8th December 2022

Family Links (Educational Programmes)

Independent auditors' report to the members of Family Links (Educational Programmes)

Opinion

We have audited the financial statements of Family Links (Educational Programmes) (the 'charitable company') for the year ended 31st August 2022 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cashflows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st August 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 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.

Matters on which we are required to report by exception

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

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

Independent auditors' report to members of Family Links (Educational Programmes) (continued)

Responsibilities of trustees
As explained more fully in the trustees' responsibilities statement set out on page 10, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements
We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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

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

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management, those charged with governance around actual and potential litigation and claims;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;

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.

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

Lee Baker BA FCA
Senior Statutory Auditor
For and on behalf of Wenn Townsend
Statutory Auditor
Oxford

..... 2022

Family Links (Educational Programmes)

Statement of Financial Activities
(including income and expenditure account)
for the year ended 31st August 2022

	Note	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Income							
Donations and Grants	2	334,379	160,283	494,662	188,032	164,323	352,355
Income from charitable activities:							
Provision of training and development	3a	774,695	-	774,695	403,663	-	403,663
Sale of support resources	3b	205,548	-	205,548	158,949	-	158,949
Family Links conference tickets		6,220	-	6,220	-	-	-
Income from other activities:							
Gain on disposal of fixed assets	4	50	-	50	-	-	-
Investment income	5	1,845	-	1,845	2,470	-	2,470
Total income		1,322,737	160,283	1,483,020	753,114	164,323	917,437
Expenditure							
Costs of raising funds:							
Fundraising costs	6	58,446	127	58,573	45,736	1,008	46,744
Expenditure on charitable activities:							
Cost of training and development	7a	864,883	119,134	984,017	561,172	180,652	741,824
Sale of support resources	7b	129,093	6,582	135,675	106,856	7,928	114,784
Family Links 25th anniversary conference		15,011	-	15,011	-	-	-
Total expenditure		1,067,433	125,843	1,193,276	713,764	189,588	903,352
Net income/(expenditure)		255,304	34,440	289,744	39,350	(25,265)	14,085
Transfers between funds	16	1,024	(1,024)	-	-	-	-
Reconciliation of funds							
Total Funds brought forward		491,161	179,973	671,134	451,811	205,238	657,049
Total Funds carried forward		747,489	213,389	960,878	491,161	179,973	671,134
Represented by:							
Tangible fixed assets		10,476	-	10,476	10,344	-	10,344
Stock		64,791	-	64,791	53,505	-	53,505
Debtors		77,697	-	77,697	77,008	-	77,008
Cash at bank and in hand		892,856	213,389	1,106,245	654,104	179,973	834,077
Current liabilities		(298,331)	-	(298,331)	(303,800)	-	(303,800)
Total funds carried forward		747,489	213,389	960,878	491,161	179,973	671,134

The statement of financial activities includes all gains and losses recognised in the period.

There is no Family Links conference planned for next year. Otherwise, all income and expenditure derive from continuing activities.

Family Links (Educational Programmes)

Balance Sheet
As at 31st August 2022

	Note		2022		2021
		£	£	£	£
Fixed assets					
Tangible assets	12	10,476		10,344	
			10,476		10,344
Current assets					
Stocks		64,791		53,505	
Debtors	13	77,697		77,008	
Short term investments		579,238		377,721	
Cash at bank and in hand		527,007		456,356	
		1,248,733		964,590	
Creditors: amounts falling due within one year	14	(298,331)		(303,800)	
Net current assets			950,402		660,790
Net assets			960,878		671,134
The funds of the charity:					
Unrestricted funds			747,489		491,161
Restricted funds	16		213,389		179,973
Total charity funds			960,878		671,134

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime. The financial statements on pages 13 to 25 were approved by the Trustees on 8th December 2022 and signed on their behalf by:

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Rosalind Portman

Registered Company No: 03323287

Family Links (Educational Programmes)

Statement of Cash Flows
for the year ended 31st August 2022

	Total 2022 £	Total 2021 £
Cash flows from operating activities		
Net movement in funds	289,744	14,085
Adjustments for:		
Depreciation	6,412	8,698
Interest receivable	(1,845)	(2,470)
Working Capital Changes:		
Movement in current assets:		
(Increase)/Decrease in stock	(11,286)	(2,648)
(Increase)/Decrease in debtors	(689)	(8,993)
Movement in current liabilities:		
(Increase)/Decrease in creditors	(5,469)	69,432
Net cash inflow/(outflow) from operating activities	**276,867**	**78,104**
Cash flows from investing activities		
Interest received	1,845	2,469
Purchase of tangible fixed assets	(6,544)	(5,673)
Cash used in investing activities	(4,699)	(3,204)
Increase in cash and cash equivalents in the year	272,168	74,900
Cash and cash equivalents at the beginning of the year	834,077	759,177
Total cash and cash equivalents at the end of the year	**1,106,245**	**834,077**

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation

Family Links is a company limited by guarantee in England and Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity. The address of the registered office is given in the charity information on page 2 of these financial statements. The nature of the charity's operations and principal activities is noted in the Trustees Report.

The charity constitutes a public benefit entity as defined by FRS 102. These financial statements have been prepared on an accruals basis 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, and UK Generally Accepted Accounting Practice

The financial statements are prepared on a going concern basis under the historical cost convention or transaction value unless otherwise stated. The financial statements are presented in sterling, which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

b) Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. They have concluded that the budgeted income and expenditure is sufficient with the level of reserves held for the charity to be able to continue as a going concern.

c) Revenue recognition

Income is included when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred. Government grants in respect of the Coronavirus Job Retention Scheme were recognised in the SOFA in the period in which the charity was entitled to such grants as a result of having furloughed staff members.

Income received in advance of training courses being provided is deferred until the criteria for income recognition are met (see note 14).

Accounting policies (continued)

d) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is either upon notification of the interest paid or payable by the bank or after calculation of interest due based on terms of the deposit certificate.

f) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Restricted funds are donations and grants which the donor has specified are to be solely used for particular areas of the charity's work.

g) Expenditure and irrecoverable VAT

Expenditure is included once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise a proportion of employment costs of staff working on fundraising events and grant applications, and any costs accruing to those activities.
- Expenditure on charitable activities includes all costs incurred in providing training courses and in supplying support resources, as well as costs incurred in developing new training formats and resources and other programme delivery costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h) Allocation of support costs

Support costs are the functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include operational back-office costs, finance, personnel, payroll and governance costs, which support the charity's activities. The bases on which support costs have been allocated are set out in notes 8 and 9.

i) Operating leases

The charity classifies the lease of photocopiers and mobile phones as operating leases; the title to the equipment remains with the lessor, and the equipment is replaced at the end of the lease term. Rental charges are charged on a straight-line basis over the term of the lease.

Accounting policies (continued)

j) Tangible fixed assets

Individual fixed assets costing £250 or more are capitalised at cost, and depreciated over their estimated useful economic lives as follows:

Leasehold improvements	over the life of the lease
Computer equipment	over three years, straight line
Other office equipment	over five years, straight line

Website costs are accounted for through the statement of financial activities in the year in which they are incurred, and are not capitalised.

k) Stock

Stock consists of printed books, games, training resources and purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Donated items of stock are included at fair value, which is the amount the charity would have been willing to pay for the items on the open market.

l) Debtors

Trade debtors are recognised at the settlement amount, and prepayments are valued at the amount prepaid.

m) Cash at bank and in hand

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

n) Creditors and provisions

Creditors and provisions are included where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

o) Employee benefits

The charity operates a defined contribution pension scheme. The cost of the contributions made to the scheme is charged to the SOFA as it becomes payable. The charity also runs an auto-enrolment pension scheme to comply with statutory requirements. The defined contribution from the charity is paid as the employer's contribution, whilst the employees' contributions top this up to keep the total in line with the statutory minimum provision. Employees choosing to opt out of the auto-enrolment pension continue to have the employer's contribution made to their personal pension.

p) Taxation status

The charitable company is a registered charity with no trading activities and therefore has no liability to corporation taxation.

2 Income from donations and grants	Unrestricted	Restricted	Total 2022	Total 2021
	£	£	£	£
Donations				
Mr and Mrs Emmett (incl Gift Aid)	3,125	-	3,125	3,000
Inchcape Foundation	1,875	-	1,875	1,250
John Swire 1989 Charitable Trust	1,000	-	1,000	1,000
Michael and Jane Kier Charitable Settlement (incl Gift Aid)	1,207	-	1,207	-
Others including Gift Aid	112	-	112	2,007
Jelly Creative Solutions – donation in kind	60	-	60	-
	7,379	-	7,379	7,257
Grants				
The A. D. Charitable Trust	30,000	-	30,000	-
Cherry Family Foundation	-	10,000	10,000	-
Core Filing	5,000	-	5,000	5,000
The Cumber Family Charitable Trust	-	-	-	1,000
Doris Field Charitable Trust	-	1,000	1,000	500
The Dulverton Trust	50,000	-	50,000	50,000
Family Stability Network		73,950	73,950	-
Garfield Weston Foundation	25,000	-	25,000	-
The Headley Trust	20,000	-	20,000	20,000
HMRC – CJRS Grants	-	-	-	19,275
The John Armitage Charitable Trust	40,000	-	40,000	30,000
Private Grant	-	16,489	16,489	25,876
The Peter Cundill Foundation	100,000	-	100,000	-
Porticus UK	-	58,844	58,844	103,447
The Pye Charitable Settlement	2,000	-	2,000	-
The Rank Foundation	-	-	-	50,000
The Schroder Foundation	30,000	-	30,000	30,000
Society of the Holy Child, Jesus	25,000	-	25,000	-
The Tedworth Charitable Trust	-	-	-	10,000
	327,000	160,283	487,283	345,098
Total Legacies, Donations and Grants:	334,379	160,283	494,662	352,355

Included within donations, gifts and legacies for the Charity is £NIL (2021: £19,275) of Government grants relating to the Coronavirus Job Retention Scheme.

3 Income from charitable activities

a) Training and development

	Unrestricted	Restricted	Total 2022 £	Total 2021 £
10-week Parent Group Leader programme	583,391	-	583,391	189,102
Other programmes	191,304	-	191,304	214,561
	774,695	-	774,695	403,663

b) Sale of support resources:

The Parenting Puzzle	100,931	-	100,931	77,945
Games, manuals and other resources	104,617	-	104,617	81,004
	205,548	-	205,548	158,949

4 Income from other activities

Income from sale of fixed assets		
Proceeds on disposal of fixed assets	50	-
Net book value of fixed assets	-	-
Gain on disposal of fixed assets	50	-

5 Investment income

All of the charity's investment income of £1,845 (2021 – £2,470) arises from money held in interest bearing deposit accounts.

6 Analysis of fundraising costs

	Note	Unrestricted £	Restricted £	Total 2022 £	Total 2021 £
Wages and salaries		29,833	-	29,833	27,611
Pensions		1,921	-	1,921	1,887
Consultancy		400	-	400	-
Books and subscriptions		693	-	693	415
Travel and subsistence		435	-	435	-
Governance costs	8	827	124	951	422
Support costs	9	24,337	3	24,340	16,409
		58,446	127	58,573	46,744

7 Analysis of expenditure on charitable activities

a) Training and development

	Note	Unrestricted £	Restricted £	Total 2022 £	Total 2021 £
Wages and salaries		372,252	33,754	406,006	319,732
Pensions		22,057	129	22,186	19,483
Consultancy and freelance trainers		127,862	35,127	162,989	99,291
Travel, accommodation and subsistence		57,721	5,904	63,625	22,831
Training materials		8,873	1,271	10,144	6,203
Games, manuals and resources		20,650	17,658	38,308	15,618
Carriage of resources		4,239	701	4,940	3,727
Venue hire and refreshments		47,611	12,669	60,280	28,579
Evaluation and development costs		1,521	11,078	12,599	12,435
Promotion costs		21,136	-	21,136	15,629
Filming and photographs		11,160	-	11,160	-
Website maintenance		585	-	585	951
Professional indemnity insurance		1,319	-	1,319	1,609
Governance costs	8	5,516	827	6,343	4,887
Support costs	9	162,381	16	162,397	190,849
		864,883	119,134	984,017	741,824

b) Support resources

	Note	Unrestricted £	Restricted £	Total 2022 £	Total 2021 £
Wages and salaries		55,912	-	55,912	44,848
Pensions		3,618	-	3,618	2,102
Games, manuals and resources		44,422	6,516	50,938	31,221
Carriage of resources		11,940	-	11,940	7,758
Governance costs	8	434	65	499	724
Support costs	9	12,767	1	12,768	28,131
		129,093	6,582	135,675	114,784

8 Allocation of Governance costs

a) Unrestricted

	Training & development £	Sale of support resources £	Fund-raising £	Total 2022 £	Total 2021 £
Audit and accountancy	3,484	274	522	4,280	4,466
Other professional fees	11	1	2	14	13
Bank and transaction charges	1,602	126	240	1,968	1,554
Trustee meeting and travel costs	419	33	63	515	-
	5,516	434	827	6,777	6,033

8 Allocation of Governance costs

b) Restricted	Training & development £	Sale of support resources £	Fund-raising £	Total 2022 £	Total 2021 £
Bank and transaction charges	5	-	1	6	-
Legal fees	822	65	123	1,010	-
	827	65	124	1,016	-

9 Allocation of support costs

a) Unrestricted	Training & development £	Sale of support resources £	Fund-raising £	Total 2022 £	Total 2021 £
Postage, stationery and photocopying	4,129	325	619	5,073	5,788
Telephone and internet	4,363	343	654	5,360	5,130
Insurance	1,977	155	296	2,428	2,251
Rent and rates	39,591	3,113	5,934	48,638	56,269
Repairs and maintenance	5,412	426	811	6,649	9,963
Utilities	3,740	294	561	4,595	4,752
Wages and salaries	65,441	5,145	9,808	80,394	94,847
Recruitment costs	3,293	259	494	4,046	965
Pensions and death in service	7,804	613	1,169	9,586	9,673
Staff development	2,323	183	348	2,854	2,191
Travel, accommodation and subsistence	2,787	219	418	3,424	-
Depreciation	5,219	410	782	6,411	8,698
Computer and ISP costs	16,236	1,277	2,433	19,946	19,995
Bad debts	-	-	-	-	237
Subscriptions	66	5	10	81	225
	162,381	12,767	24,337	199,485	220,984

Support costs are allocated proportionately based on the level of staff costs in each area of activity.

b) Restricted	Training & development £	Sale of support resources £	Fund-raising £	Total 2022 £	Total 2021 £
Wages and salaries	-	-	-	-	14,405
Mobile phones	16	1	3	20	-
	16	1	3	20	14,405

	2022 £	2021 £
Auditors' remuneration - audit services	4,281	4,466

10 Trustees' remuneration and expenses reimbursed

No remuneration was paid to the Trustees during the period (2021: Nil). Trustees claimed reimbursement for travel expenses during the period of £224 (2021 - none).

11 Staff costs

The average number of employees during the period was 16 (full time equivalents: 13.9) (2021: 14, FTE: 11.7).

The charity contributes 7% of employees' basic pay to personal pension schemes chosen by the individual employees. The cost of the contributions made is charged to the SOFA as it becomes payable. The charity set up an auto-enrolment pension scheme on the 1st June 2016 in line with statutory requirements. The full 7% contribution from the charity is paid as the employer's contribution, and employees' contributions are kept in line with the statutory minimum provision, although they may opt to contribute more. Employees choosing to opt out of the auto-enrolment pension continue to have the option of the employer's contribution made to their personal pension. The total employer contributions for the period are disclosed below. Unpaid contributions at the balance sheet date amounted to £4,345 (2020-21: £2,843). Redundancy costs were incurred when the project to which a role was linked ended, and further activities could not be identified to justify an unfunded ongoing role. All liabilities were recognised at the point at which the employee was notified of the decision.

Staff costs were	Total 2022	Total 2021
	£	£
Wages and salaries	522,652	459,164
Social security costs	49,493	42,280
Other pension costs	37,311	33,145
	609,456	534,589

The total remuneration paid to Key Management in the year to 31st August 2022 was £172,015 (2021 - £155,922). No members of staff received annual emoluments over £60,000. (2021 - 0).

12 Fixed assets

	Leasehold Improvements	Fixtures, Fittings and equipment	Total
	£	£	£
Cost:			
At 1st September 2021	31,612	120,120	151,732
Additions	-	6,544	6,544
Disposals	-	(19,573)	(19,573)
At 31st August 2022	31,612	107,091	138,703
Depreciation:			
At 1st September 2021	30,274	111,114	141,388
Charged in period	765	5,647	6,412
Eliminated on disposal	-	(19,573)	(19,573)
At 31st August 2022	31,039	97,188	128,227
Net book value:			
At 31st August 2022	573	9,903	10,476
At 31st August 2021	1,338	9,006	10,344

13 Debtors

	2022	2021
	£	£
Accounts receivable	44,719	35,827
VAT reclaimable	4	135
Prepayments	32,022	40,732
Accrued income and other debtors	952	314
	77,697	77,008

14 Creditors

Accounts payable	46,123	13,847
PAYE/NI	19,652	14,479
Other creditors and accruals	6,726	4,904
Deferred income	225,830	270,570
	298,331	303,800

Deferred income relates to payment in advance of services to be provided mostly in the 2022-23 period.

Balance as at 1st September 2021	270,570	204,637
Amount deferred in period	218,506	201,480
Released to SOFA in period	(263,246)	(135,547)
Balance as at 31st August 2022	225,830	270,570

15 Financial commitments

At 31st August 2022 the charity had total commitments under non-cancellable leases as follows:

	Land and buildings	
	2022	2021
	£	£
Expiry date		
Not later than one year	27,600	36,800
Later than one and not later than five years	-	27,600
Later than five years	-	-
Total commitments	27,600	64,400

16 Restricted funds

Purpose of Fund	Balance at 1st September 2021	Incoming resources	Resources expended	Fund transfer	Balance at 31st August 2022
	£	£	£	£	£
Three Oxfordshire Schools Project	21,613	16,489	(25,875)	-	12,227
Oxford Schools Project – additional school	11,318	-	(9,203)	-	2,115
Infant Sleep Research	3,961	-	(3,961)	-	-
Parenting Bursary Fund	28,499	-	(14,645)	-	13,854
South Abingdon Schools project	86,152	58,844	(41,651)	-	103,345
Playful Families training development	12,010	-	(11,457)	-	553
Bursaries to train PGLs in schools and EY settings	16,420	-	(13,450)	-	2,970
Emotional Health training for Oxon schools & nurseries	-	1,000	-	-	1,000
Parent Group Leader training in London and Essex for people who work with teenagers	-	10,000	-	-	10,000
Hosting the former Fastn network	-	73,950	(5,601)	(1,024)	67,325
	179,973	160,283	(125,843)	(1,024)	213,389

Included within the gifting agreement from Fastn was provision to purchase a laptop and workstation peripherals. As these have been provided and are now included in our fixed assets, the restriction is deemed to be met and the equivalent value has been transferred to unrestricted funds.

Comparative period information

Purpose of Fund	Balance at 1st September 2020	Incoming resources	Resources expended	Balance at 31st August 2021
	£	£	£	£
Head of Programmes Costs Support	-	25,000	(25,000)	-
Teens Programme expansion	7,329	-	(7,329)	-
Three Oxford Schools Project	10,047	25,876	(14,310)	21,613
Whole School Approach Project	4,065	-	(4,065)	-
Oxford Schools Project – additional school	19,640	-	(8,322)	11,318
Infant Sleep Research	4,305	-	(344)	3,961
Support for Blackbird Leys schools	2,327	-	(2,327)	-
Parenting Bursary Fund	50,000	-	(21,501)	28,499
South Abingdon Schools project	75,830	53,447	(43,125)	86,152
Playful Families training development	6,250	10,000	(4,240)	12,010
Bursaries to train PGLs in schools and EY settings	24,750	-	(8,330)	16,420
Additional internet connectivity	695	-	(695)	-
Development of online programmes	-	50,000	(50,000)	-
	205,238	164,323	(189,588)	179,973

The Centre for Emotional Health

England & Wales - Charity number 1062514

Accounts

FAMILY LINKS
The Centre for Emotional Health

Family Links (Educational Programmes)

(A company limited by guarantee)

Report and Financial Statements

for the year ended

31st August 2021

Registered charity number: 1062514

Registered company number: 03323287

Family Links (Educational Programmes)

Report of the Trustees
for the year ended 31st August 2021

The trustees present their annual report together with the audited financial statements of the charity for the year ended 31st August 2021, which are also prepared to meet the requirements of a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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 2016).

Chair's introduction to the annual report 2021

It has been an exciting and challenging time to take on the Chair of Family Links. Sarah Hargreaves, as our retiring Chair, brought trustees together and, working with Sarah Darton our Chief Executive, our directors Sally Alden and Anne Tester and the wider team, enabled Family Links to have the capability to respond to the pandemic in ways that have continued to support those who work with children and families, sustaining the quality of provision and securing continued financial stability. The senior team, staff and trainers have built on this secure foundation, offering our training in a variety of formats and continuing to support children and families to build their emotional health. This report reflects the commitment and passion which informs our training, research and evaluation and our work influencing policy and practice.

Notable achievements from the year include:

- maintaining reach through further development of online training courses and the systems needed to support high quality delivery.
- the focus on ensuring consistency and quality of programme delivery through the development of specialist refresher training courses.
- offering support to unfunded practitioners by securing bursary funding to train practitioners in schools and other voluntary settings.
- increasing our reach through the inclusion of our free online module Good Mental and Emotional Health in Schools on the Mentally Healthy Schools website which 1451 education staff undertook during the year.
- supporting an NHS trust by providing staff with training to develop their own emotional health and an emotionally healthy workplace culture.
- influencing national policy and practice through involvement in the Early Years Commission; we are pleased that the resulting manifesto recommends that parents need access to relationship-based parenting support.
- being a key player in developing the Principles of Excellence in Relationships Education and in shifting the narrative around the importance of relationships in schools.
- working with a Local Authority to collect evidence of the longer-term impact of Family Links training on practice, the majority of practitioners reporting sustained improvement in their skills and strategies to work with children, young people and their parents.
- formation of the research advisory group providing input and challenge on our research, monitoring and evaluation processes.
- the continued support of donors and grant makers whose invaluable contributions have helped to sustain activity during the pandemic and develop new programmes to meet emerging needs.

In the coming year it is even more important for Family Links to focus on relationships that enable children and their communities to rebuild socially and emotionally, providing the foundations for all to thrive. In 2022 we celebrate Family Links' 25th Anniversary when we can look forward to continuing to fulfil our vision of helping 'every child and adult to realise their individual potential, enjoy positive relationships and live healthy and fulfilled lives'.

Chair's introduction (continued)

Our values and strengths-based approach underpin everything we do. These are reflected in feedback from staff about highlights of the year:

- 'our agility as an organisation to adapt to a completely new environment'
- 'making remote and now hybrid working trouble-free and enjoyable'
- 'we all care hugely about the work, the flexibility to do it in a way that makes sense for us has been a driving, motivating factor'

We have a talented Board of Trustees who have supported me in taking on the role of Chair and worked with senior staff on a wide variety of topics including succession planning, research and evaluation, policy influencing, fundraising, finance and risk. I would like to thank them for giving their time, wisdom and encouragement.

Finally, and sadly, Sarah Darton, our inspiring Chief Executive, has decided to retire in 2022. Trustees are currently recruiting her successor. Sarah's leadership and expertise, her values and empathetic approach have strengthened Family Links as a successful and respected charity. We wish her a happy and enjoyable retirement and know she will remain a friend and supporter of Family Links.

Hilary Emery

Reference and administrative details

Charity number:	1062514
Company number:	03323287
Registered office:	Units 2&3 Fenchurch Court, Bobby Fryer Close, Oxford, OX4 6ZN

Our advisers

Auditors	Wenn Townsend, 30 St Giles, Oxford, OX1 3LE
Bankers	CAF Bank Ltd, 25 Kings Hill Avenue, West Malling, Kent, ME19 4JQ

Directors and trustees

The directors of the charitable company are its trustees. Trustees and officers serving during the year and since the year-end were as follows:

Trustees

Hilary Emery (Chair)
Vanessa Emmett
Sarah Hargreaves (resigned 16 March 2021)
Avril McIntyre (resigned 10 December 2020)
Emma Judge (appointed 10 December 2020)
Rosalind Portman
Wendy Rose
Gordon Beach (appointed 10 December 2020)
Martin Havelock
Masood Hassan (appointed 16 March 2021)

Key Management personnel

Sarah Darton	–	Chief Executive
Sally Alden	–	(Executive) Director of Funding and External Relations
Anne Tester	–	(Executive) Finance Director

Structure, Governance and Management

Governing Document

Family Links (Educational Programmes) is a charitable company governed by its Memorandum and Articles of Association. The company was incorporated on 24th February 1997. At their AGM in November 2016, the trustees agreed to adopt a new constitution entitled "Family Links Articles of Association 15 November 2016", which replaced the Articles of Association dated 21 February 1997.

Appointment of Trustees

As set out in the Articles of Association, the chair of the trustees is elected by the trustees. New trustees are co-opted onto the board of trustees. The term of service for a trustee is 4 years, renewable once, hence is usually not more than 8 years. The trustees may extend the term of service. At each Annual General Meeting one quarter, or if their number is not four or a multiple of four, the nearest to one quarter, of the trustees must retire from office.

Trustee induction and training

Potential and new trustees are given a copy of the Charity Commission publication "The Essential Trustee: What you need to know, what you need to do (CC3)", together with the most recent annual report, the strategic plan, a Trustees' Handbook and other relevant papers and materials relating to Family Links. They are invited to meet the staff and observe Family Links training courses, where appropriate.

Organisation

The board of trustees administers the charity. The board meets every three to four months. The Chief Executive is appointed by the trustees to manage the day-to-day operations of the charity, and has delegated authority, within terms of delegation approved by the trustees, for operational matters, including finance, employment and training. The Chief Executive is supported by the executive Director of Funding and External Relations, and the executive Finance Director. The leadership team includes the Head of Education, Head of Training, Head of Programmes, and Head of Operations and HR.

Pay policy

Family Links has a pay policy for staff, which ensures that salary decisions take into account motivation, retention, affordability, appropriateness for the sector and the beneficiary context, and impact on the organisation as a whole. The pay of all staff is reviewed annually, and any increase is approved by the trustees. In recent years the total increase for all staff has averaged between 1.5% and 2.0%. Increases have been applied on a sliding scale with higher increments for lower paid staff, or with a minimum level of increase set.

Related parties and co-operation with other organisations

None of the trustees receives remuneration or other benefit from their work with the charity.
Over the past year, two staff members have acted as Governors at Windale and Pegasus Primary Schools in Oxford. Trustee donations to Family Links totalled £4,000 in the year (2019-20 - £5,100). In the 2020-21 financial year, a total of £125 was paid to a party related to the Finance Director, for development and implementation of an additional feature in our online shop (2019-20 - £4,781).

Objectives and activities

Summary of Purposes and Activity

Family Links is a national charity dedicated to the promotion of emotional health at home, at school, and at work. We offer high-quality training and resources for professionals working with families, school and university staff, and employees in the workplace.
The purposes of Family Links as set out in the objects contained in the company's memorandum of association are:

- To encourage and teach nurturing and relationship skills and the prevention of neglect and abuse, through educational institutions, families and the community; and
- To promote public understanding of the importance of the education of emotional self-awareness.

Family Links' vision is for every child and adult to realise their individual potential, enjoy positive relationships and live healthy and fulfilled lives. Our mission is to provide training and programmes, based on the Nurturing Programme, that build and sustain emotional health and relationships in families, schools and workplaces.

Main Activities undertaken to further public benefit

The trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties.

In 2020-21 we continued our work to further public benefit through the following goals:

1. Reach more adults and children at home, at school and at work, through our training courses, programmes and resources, to enable them to realise their potential, enjoy positive relationships and live fulfilled lives.
2. Influence local and national policy makers and commissioners to recognise the importance of good emotional health in adults and children and understand how it is developed and sustained.
3. Understand and communicate the impact of the Nurturing Programme in practice, within the context of wider research on emotional health.

We continued to respond to the ongoing impact of COVID-19 by increasing our online training and offering a range of support for practitioners and teachers working with parents and children. We recognised the emotional health impact of COVID-19 on families and developed webinars to be delivered directly to parents, in some cases via their school or workplace. We also offered more emotional health support to adults in the workplace, particularly those working in the not-for-profit sector, including the NHS. The pandemic has had a major impact on emotional and mental health and the need for the work of Family Links the Centre for Emotional Health has never felt so important. Added to this is the recognition that inequality in opportunities for children will be greater than ever.

In order to increase our reach we planned to:

- Offer a blended approach to training, increasing our reach through a digital offer and providing more options for practitioners to receive cost-effective training online;
- Increase our reach directly to parents by developing our webinar offer;
- Enhance the quality of programme delivery through refresher modules delivered online;
- Increase our clinical capacity to deliver training courses, both online and face-to-face;
- Seek funding to train parenting practitioners and support parenting programme delivery in schools and other settings;
- Seek opportunities for joint funding bids;
- Promote free online training for education staff and explore further training opportunities with those completing it;
- Develop Parent Group Leaders in schools to become Family Links leads and maintain the Nurturing Programme in their school;
- Offer a range of webinars for parents in the workplace via wellbeing partners;
- Focus on Emotional Health at Work training for public and "not for profit" organisations.

In order to influence local and national policy-makers and commissioners we planned to:

- Contribute to the evidence base on the importance of emotional health and relationships at home, at school and at work;
- Promote a cognitive relational approach in parenting and education, developing the capabilities of the adults in children's lives;
- Hold a national conference on Emotional Health;
- Seek opportunities to present at conferences and events on emotional health and the work of Family Links the Centre for Emotional Health;
- Maintain the Knowledge Hub on the website with research and other papers relevant to emotional health;
- Attend relevant All Parliamentary group meetings or roundtable events;
- Continue to be part of FEA and NCB steering groups to influence education system change;
- Continue to work with the Parenting Programmes Alliance to influence understanding and commissioning of parenting programmes;
- Maintain relationships with the Royal Foundation, the Centre for Social Justice and other think tanks.

In order to understand and communicate the impact of the Nurturing Programme in practice, we planned to:

- Complete a service evaluation of our work with a local authority;
- Work in partnership with New Philanthropy Capital to evaluate the South Abingdon Schools' Project;
- Review Family Links training, monitoring and evaluation processes;
- Maintain and expand our Learning Partnerships with local authorities;
- Develop a Research Advisory Group.

Achievements and Performance

Goal 1: Reach more adults and children at home, at school and at work, through our training courses, programmes and resources, to enable them to realise their potential, enjoy positive relationships and live fulfilled lives.

To maintain our reach with the uncertainties of the pandemic, we recognised the need to provide a wider variety of training courses online. As planned, we invested in the development of the courses as well as the systems needed to enable booking and delivery so that we could offer a blended approach to training. However, at the start of our financial year we were optimistic that we would be able to return to more face-to-face training and parent group delivery. In reality, the second and third lockdowns had a significant impact on these plans and our investment in online delivery proved to be essential. Due to the agility of the team and the support of our freelance trainers we were able to reach 1421 parenting practitioners (943 in '19/'20) through our training, enabling them to work more effectively to develop the emotional health and relationships in families, and adapt to the additional demands of working during the pandemic. As well as new training we also developed the specialist refresher training courses, helping to ensure that the quality of programme delivery was maintained.

Our new Playful Parenting programme and training was launched with an online option provided; 110 practitioners have accessed this training and we are following up with them to learn more about its impact.

With the new developments and ongoing demand for our existing programmes we made the decision to employ a new national trainer and successfully appointed one of our freelance trainers to the role in September '21. She will contribute to the development of training plans and resources, maintain the quality of Family Links training, and support the implementation of the Parent Programmes in new and existing areas.

Our Director of Funding and External Relations has been successful in securing bursary funding, enabling us to train practitioners who would otherwise struggle to secure funding. In the majority of cases these practitioners are working with other voluntary sector organisations or in schools.

We are delighted to be working with two new local authorities, Buckinghamshire and Central Bedfordshire. In both areas they are taking a holistic view of the need to develop the capabilities of the adults in children's lives and providing multiagency training to support both group and one to one work with parents. In Central Bedfordshire they are also including the Early Years workforce.

Our reach to parents was understandably impacted by the pandemic and the reduction in delivery of face-to-face parent groups. Using our proxy measure of parenting resources provided by Family Links we reached 9669 parents, compared to 10,761 in the previous year. However, we recognised that parents needed greater support than ever and therefore developed five parent webinars for delivery directly to parents online. These included the following topics:

- Developing emotional resilience in your family and children
- Supporting Ourselves & our Children to Manage Difficult Feelings
- Managing Boundaries in our Family
- Understanding Teenagers in our Families
- Being a Dad

We had lower numbers of parents than we had hoped booking directly onto these webinars, however a number of them were successfully delivered via employers and schools. During the course of the year, we reached a further 201 parents in this way. We also continued to provide free resources via the Parent Zone on our website with nearly 2000 page views.

The challenges of emotional health in schools have continued to receive a high profile, with staff, students and parents all experiencing the additional strains of the pandemic. Again, much of the training we provided needed to be delivered online and, in some cases, this was done via the Oxford Schools Teaching Alliance or the Oxford SCITT (School Centred Initial Teacher Training). We were able to reach 274 teachers with online group training. We also made the decision to provide our online module, Good Mental and Emotional Health in Schools, free of charge. We are delighted that this is now included on the Mentally Healthy Schools website and was completed by 1451 education staff during the year.

Our Head of Education and members of the team have continued to be actively involved in working on funded projects in South Abingdon and in Oxford City. As well as providing consultation and training for staff, Family Links was able to provide resources for parents during the pandemic, including games and copies of The Parenting Puzzle book.

Our Emotional Health at Work strand has focused on parents in the workplace and training for the not-for-profit sector, involving nearly 200 employees from 6 different organisations. A particular highlight has been the work with an NHS Trust, providing them with face-to-face training between and after the lock downs, to support them with their own emotional health and the development of an emotionally healthy workplace culture at an incredibly challenging time.

Goal 2: Influence local and national policy makers and commissioners to recognise the importance of good emotional health in adults and children and understand how it is developed and sustained.

Members of the team have continued to influence the national conversations about emotional health and relationships. Our Head of Programmes and Head of Education are part of the NCB's Schools Wellbeing Partnership and contributed to the guidance for primary schools to help them prepare their recovery from the COVID-19 pandemic. We are members of the Fair Education Alliance steering group and, along with other relationship organisations contributed to the development of the Principles of Excellence in Relationships Education.

Our Chief Executive was invited to be a commissioner on the cross-party Early Years Commission, with the secretariat provided by the Centre for Social Justice and the Fabian Society. The resulting manifesto provides detailed recommendations for local and national government on the actions needed to give every child the best start in life, including the need to provide parents with relationship-based parenting support.

We have welcomed the opportunity to continue our contact with the Royal Foundation with their focus on the early years and the new Centre for Early Childhood.

The national conference planned needed to be postponed due to the pandemic and will now take place in April 2022. However, we were able to hold a number of online regional events and present at a range of virtual conferences.

Goal 3: Understand and communicate the impact of the Nurturing Programme in practice, within the context of wider research on emotional health.

Family Links has a detailed Impact and Evidence strategy outlining our strategic framework, and our strategic and operational activities in this area. As planned, we have started a significant evaluation of our Whole School Approach to emotional health, working with New Philanthropy Capital to examine the impact of the Nurturing Programme approach in a children's centre, three primary schools, a secondary school and a military barracks in South Abingdon, an area of high deprivation. This is a three-year project supported by funding from Porticus. This first year of the project has been challenging due to the pandemic and its impact on the schools; some training was provided online and resources were provided for parents but other activities were restricted.

We have also commenced a service evaluation of our work in Buckinghamshire. Again, this has been impacted by the pandemic but initial findings 3 months after training delivery were positive. Of over 100 practitioners 89% reported that the training equipped them with more strategies and approaches to work with parents and their children or teenager. 77% agreed that the training improved their ability to support parents who have issues or difficulties with their children or teenagers and 84% agreed that their self-awareness had increased.

Our research advisory group has been formed and has met regularly, providing helpful thinking and challenge on our research projects, and our monitoring and evaluation processes. We are very grateful to Dr Hilary Emery, Wendy Rose, Emma Judge, Dr John Coleman and Dr Kathryn Lester for their work on this group.

Fundraising Activities

Our Director of Funding and External Relations completes grant applications and carries out fundraising activities with support from colleagues and trustees, to raise funds for the charity. While most of our income is generated by sales of trainings and resources, we rely on donations and grants to enable the running of specific projects, to cover some of our core costs, and to carry out programme development and evaluation. In the 2020-21 financial year, donations and grants were more important than ever, and made up 37% of total revenue. 49% of this was generated for project related activity, and 51% (18% of total revenue) was raised towards programme development and evaluation, and core costs. We are grateful to those trusts and foundations who responded to our request to convert project funding to core funding during the pandemic.
We do not use professional fundraisers or involve commercial participators. There have been no complaints about fundraising activity this year or in previous years.

The charity has due regard to the Code of Fundraising Practice in the UK. All the charity's marketing activities are GDPR compliant and care is taken to ensure that they are not persistent or intrusive. Marketing e-mails contain clear details of how to unsubscribe to future communications and care is taken to limit the quantity of e-mails sent out.

Financial review

Financial Position

Financial Planning for 2020-21 was unusually challenging as we tried to second-guess the progress of the COVID-19 pandemic. We worked on the optimistic assumption that face-to-face training would resume with few restrictions from the beginning of 2021. In practice the second and third national lockdowns in November 2020 and January 2021 both resulted in immediate training cancellations, and left commissioners feeling uncertain about when they would be confident enough to rebook. At this point we deemed it necessary to make use of the government's flexible furlough scheme, and all staff hours were reduced to save costs.

Financial review (continued)

By the end of March booking confidence had returned, and we were able to take all staff off furlough from the beginning of May. Our development of online-delivery training significantly mitigated the negative impact of the extended Covid-19 restrictions on our training income and generated 42% of our training revenue for the year. Overall, income from training was only 3% lower than in 2019-20. Sales of resources were adversely affected by ongoing restrictions and were 13% lower than in the 2019-20 financial year. This was marginally better than we had hoped to achieve.

We are enormously grateful to our funders who supported us through another financially tricky year. Grants designed specifically to help deal with the effects of the pandemic included a contribution towards lost income and funding to cover the cost of developing our online training. It was also particularly helpful to have received generous unrestricted grants, as we were able to be flexible in directing our expenditure to where the need was greatest. We continued to work on our funded projects and were appreciative of the understanding shown by our funders as all project delivery continued to be hampered to some extent by COVID-19.

Small cost savings were made during the year as we deferred some of our planned activities.

A surplus for the year of £39K in unrestricted funds was offset by a net deficit of £25K in restricted funds, as we used up some of our restricted reserves on project activity. The net financial result at the end of the year was a small surplus of £14K.

Factors that may have an adverse effect on our financial performance going forward include:

- the possibility of new COVID-19 variants causing renewed restrictions on face-to-face interaction;
- an increasing degree of 'Zoom-fatigue' that may result in a drop in demand for our online training to replace face-to-face training even where that is clinically feasible;
- the financial straits to be widely faced by our customers as the government makes efforts to recover from the losses incurred during the pandemic;
- trusts and foundations having felt the impact of the pandemic on their own resources, finding it harder to support as generously as they have in the past.

Principal risks and uncertainties

Our principal risks and uncertainties are documented in our risk register, which is maintained by the directors with identified risks reviewed quarterly by the trustees. It includes financial, operational and strategic areas of risk, as well as governance, reputational risk and external influences on our area of work. These risks are regularly reviewed, and systems and procedures to manage them implemented.

Reserves policy and going concern

We regularly review our reserves policy to take into consideration the long-term impact of necessary investment into programme development and evaluation, and the need for financial security in economically uncertain times. Our policy is to keep a level of reserves sufficient to meet our closing costs plus two months' worth of operating costs as a minimum and aim for unrestricted reserves sufficient to cover closing costs plus six months' worth of operating costs. At the end of the 2020-21 financial year, the range was £186K to £428K (2019-20 £207K - £436K). Free reserves at 31st August 2021 totalled £480,816 (2020 - £438,442) which is sufficient to cover 8.4 months' of fixed costs.

Although we had prepared for a hit on our free reserves in the 2020-21 financial year, we managed not only to maintain the secure level we already had, but to make a small increase. Our planning for the next 12 months has continued to be careful, whilst optimistic of our ability to continue to offer both online and face-to-face training, as well as to deliver on the funded projects. At the time of writing this report (November 2021) we have already secured over 60% of our budgeted income for the coming financial year and have no reason to doubt our continued operation as a going concern.

Plans for Future Periods

Our focus for the coming year is to respond to the ongoing impact of COVID-19 by increasing our online training offer and continuing to work with practitioners and teachers working with parents and children. We also hope to offer more emotional health support to adults in the workplace, particularly those working in the not-for-profit sector, including the NHS.

Our goals for 2021-23 continue to be:

1. Reach more adults and children at home, at school and at work, through our training courses, programmes and resources, to enable them to realise their potential, enjoy positive relationships and live fulfilled lives.
2. Influence local and national policy makers and commissioners to recognise the importance of good emotional health in adults and children and understand how it is developed and sustained.
3. Understand and communicate the impact of the Nurturing Programme in practice, within the context of wider research on emotional health.

- We will continue to offer a blended approach to training. Most of our open training will be delivered online except for our Parent Group Leader and 2-day Talking Teens training where facilitation skills need to be taught and assessed.
- We will aim to increase our reach to parents by developing digital products, exploring the potential for creating an app and providing digital resources such as e-books
- At the request of a local authority, we will be developing a 4-session programme for parents in conflict, keeping the focus on the child and based upon the Nurturing Programme approach.
- We will produce an impact report for our 25th anniversary.
- We will develop a commissioners' booklet to provide clarity of the importance of emotional health, the Nurturing Programme approach and the details of our training and programmes.
- We will continue to exert influence, promoting the importance of good emotional health, through our membership of the 1001 days Foundation, the Fair Education Alliance (FEA), the NCB's Schools' Wellbeing Partnership and the Parenting Programmes Alliance.
- We will continue to promote the importance of integrated needs assessment and planning for parenting support, with universal as well as targeted access.
- 2022 is Family Links' 25th anniversary and we will hold a reception and a national conference, with a focus on Building the Capabilities of the Adults in Children's Lives.
- We will continue to evaluate our Whole School Approach to Emotional Health, working with South Abingdon schools and Eynsham Early Intervention Hub, supported by New Philanthropy Capital.
- We will evaluate our training and implementation, working with Buckinghamshire local authority.

Family Links (Educational Programmes)

Report of the Trustees
for the year ended 31st August 2021

Trustees' Responsibilities

The Trustees are responsible for preparing a trustee's annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).
Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company, and of the incoming resources and application of resources, including the income and expenditure of the charity for that period. In preparing the financial statements, the trustees are required to:

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence 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.

Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charity's auditor is unaware, and
- the trustees, have taken all steps that they ought to make themselves aware of that information.

This report has been prepared having taken advantage of the small companies exemption in the Companies Act 2006.

By order of the board of trustees.

Hilary Emery (Chair)
9th December 2021

Family Links (Educational Programmes)

Independent auditors' report to the members of Family Links (Educational Programmes)

Opinion

We have audited the financial statements of Family Links (Educational Programmes) (the 'charitable company') for the year ended 31st August 2021 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cashflows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st August 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 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.

Matters on which we are required to report by exception

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

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

Independent auditors' report to members of Family Links (Educational Programmes) (continued)

Responsibilities of trustees
As explained more fully in the trustees' responsibilities statement set out on page 10, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements
We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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

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

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management, those charged with governance around actual and potential litigation and claims;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;

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.

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

Lee Baker BA FCA
Senior Statutory Auditor
For and on behalf of Wenn Townsend
Statutory Auditor
Oxford

..... 2021

Family Links (Educational Programmes)

Statement of Financial Activities
(including income and expenditure account)
for the year ended 31st August 2021

	Note	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Unrestricted Funds £	Restricted Funds £	Total 2020 £
Income							
Donations and Grants	2	188,032	164,323	352,355	85,539	225,514	311,053
Income from charitable activities:							
Provision of training and development	3a	403,663	-	403,663	416,208	-	416,208
Sale of support resources	3b	158,949	-	158,949	182,838	-	182,838
Income from other activities:							
Gain on disposal of fixed assets	4	-	-	-	600	-	600
Investment income	5	2,470	-	2,470	3,858	-	3,858
Total income		753,114	164,323	917,437	689,043	225,514	914,557
Expenditure							
Costs of raising funds:							
Fundraising costs	6	45,736	1,008	46,744	48,660	374	49,034
Expenditure on charitable activities:							
Cost of training and development	7a	561,172	180,652	741,824	657,787	113,296	771,083
Sale of support resources	7b	106,856	7,928	114,784	123,504	5,594	129,098
Total expenditure		713,764	189,588	903,352	829,951	119,264	949,215
Net income/(expenditure) and net movement in funds for the period		39,350	(25,265)	14,085	(140,908)	106,250	(34,658)
Reconciliation of funds							
Total Funds brought forward		451,811	205,238	657,049	592,719	98,988	691,707
Total Funds carried forward		491,161	179,973	671,134	451,811	205,238	657,049

The statement of financial activities includes all gains and losses recognised in the period.

All income and expenditure derive from continuing activities.

Family Links (Educational Programmes)

Balance Sheet
As at 31st August 2021

	Note		2021		2020
		£	£	£	£
Fixed assets					
Tangible assets	12	10,344		13,369	
			10,344		13,369
Current assets					
Stocks		53,505		50,856	
Debtors	13	77,008		68,015	
Short term investments		377,721		375,205	
Cash at bank and in hand		456,356		383,972	
		964,590		878,048	
Creditors: amounts falling due within one year	14	(303,800)		(234,368)	
Net current assets			660,790		643,680
Net assets			671,134		657,049
The funds of the charity:					
Unrestricted income funds			491,161		451,811
Restricted income funds	16		179,973		205,238
Total charity funds			671,134		657,049

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime. The financial statements on pages 13 to 26 were approved by the Trustees on 9th December 2021 and signed on their behalf by:

.....
Rosalind Portman

Registered Company No: 03323287

Family Links (Educational Programmes)

Statement of Cash Flows
for the year ended 31st August 2021

	Total 2021 £	Total 2020 £
Cash flows from operating activities		
Net movement in funds	14,085	(34,658)
Adjustments for:		
Depreciation	8,698	13,386
Interest receivable	(2,470)	(3,858)
Working Capital Changes:		
Movement in current assets:		
(Increase)/Decrease in stock	(2,648)	3,628
(Increase)/Decrease in debtors	(8,993)	4,921
Movement in current liabilities:		
(Increase)/Decrease in creditors	69,432	(12,301)
Net cash inflow/(outflow) from operating activities	**78,104**	**(28,882)**
Cash flows from investing activities		
Interest received	2,469	3,858
Purchase of tangible fixed assets	(5,673)	(7,505)
Value of fixed asset disposals	-	-
Cash used in investing activities	(3,204)	(3,647)
Increase/(Decrease) in cash and cash equivalents in the year	74,900	(32,529)
Cash and cash equivalents at the beginning of the year	759,177	791,706
Total cash and cash equivalents at the end of the year	**834,077**	**759,177**

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation

Family Links is a company limited by guarantee in England and Wales, and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity. The address of the registered office is given in the charity information on page 2 of these financial statements. The nature of the charity's operations and principal activities is to encourage and teach nurturing and relationship skills and the prevention of neglect and abuse, through educational institutions, families and the community, and to promote public understanding of the importance of education of emotional self-awareness.

The charity constitutes a public benefit entity as defined by FRS 102. These accounts have been prepared on an accruals basis and include income and expenditure as they are earned or incurred, rather than as cash is received or paid. 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, and UK Generally Accepted Accounting Practice

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling, which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

b) Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements, including a revision of expectations for the potential impact of COVID-19 on the charity. They have concluded that the budgeted income and expenditure is sufficient with the level of reserves held for the charity to be able to continue as a going concern.

c) Revenue recognition

Income is included when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred. Government grants in respect of the Coronavirus Job Retention Scheme are recognized in the SOFA in the period in which the charity is entitled to such grants as a result of having furloughed staff members.

Income received in advance of training courses being provided is deferred until the criteria for income recognition are met (see note 14).

Accounting policies (continued)

d) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is either upon notification of the interest paid or payable by the bank or after calculation of interest due based on terms of the deposit certificate.

f) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work.

g) Expenditure and irrecoverable VAT

Expenditure is included once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise a proportion of employment costs of staff working on fundraising events and grant applications, and any costs accruing to those activities.

- Expenditure on charitable activities includes all costs incurred in providing training courses and in supplying support resources, as well as costs incurred in developing new training formats and resources and other programme delivery costs.

- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h) Allocation of support costs

Support costs are the functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include the cost of external relations, business development, evaluation, operational back office costs, finance, personnel, payroll and governance costs, which support the charity's activities. The bases on which support costs have been allocated are set out in notes 8 and 9.

i) Operating leases

The charity classifies the lease of photocopiers and mobile phones as operating leases; the title to the equipment remains with the lessor, and the equipment is replaced at the end of the lease term. Rental charges are charged on a straight-line basis over the term of the lease.

Accounting policies (continued)

j) Tangible fixed assets

Individual fixed assets costing £250 or more are capitalised at cost, and depreciated over their estimated useful economic lives as follows:

Leasehold improvements	over the life of the lease
Computer equipment	over three years, straight line
Other office equipment	over five years, straight line

Website costs are accounted for through the statement of financial activities in the year in which they are incurred, and are not capitalised.

k) Stock

Stock consists of printed books, games, training resources and purchased goods for resale. Stocks are valued at the lower of cost and net realisable value. Donated items of stock are included at fair value, which is the amount the charity would have been willing to pay for the items on the open market.

l) Debtors

Trade debtors are recognised at the settlement amount, and prepayments are valued at the amount prepaid.

m) 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.

n) Creditors and provisions

Creditors and provisions are included where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

o) Employee benefits

The charity operates a defined contribution pension scheme. The cost of the contributions made to the scheme is charged to the SOFA as it becomes payable. The charity also runs an auto-enrolment pension scheme to comply with statutory requirements. The defined contribution from the charity is paid as the employer's contribution, whilst the employees' contributions top this up to keep the total in line with the statutory minimum provision. Employees choosing to opt out of the auto-enrolment pension continue to have the employer's contribution made to their personal pension.

p) Taxation status

The charitable company is a registered charity with no trading activities and therefore has no liability to corporation taxation.

2 Income from donations and grants	Unrestricted	Restricted	Total 2021	Total 2020
	£	£	£	£
Donations				
Complete IT staff	-	-	-	2,677
Deborah Wallis 60things@60	1,509	-	1,509	68
Mr and Mrs Emmett	3,000	-	3,000	2,100
Inchcape Foundation	1,250	-	1,250	1,250
John Swire 1989 Charitable Trust	1,000	-	1,000	1,000
Mrs Rosalind Portman	-	-	-	4,000
Others including Gift Aid	498	-	498	2,758
	7,257	-	7,257	13,853
Grants				
The A. D. Charitable Trust	-	-	-	20,000
The Burdett Trust for Nursing	-	-	-	8,000
CHK Foundation	-	-	-	50,000
Core Filing	5,000	-	5,000	5,000
The Cumber Family Charitable Trust	1,000	-	1,000	-
Doris Field Charitable Trust	500	-	500	1,000
The Dulverton Trust	50,000	-	50,000	-
The Headley Trust	20,000	-	20,000	-
HMRC – CJRS Grants	19,275	-	19,275	-
The John Armitage Charitable Trust	30,000	-	30,000	-
John Swire 1989 Charitable Trust	-	-	-	10,000
Private Grant	-	25,876	25,876	-
The Peter Cundill Foundation	-	-	-	15,686
Porticus UK	-	103,447	103,447	87,688
The Pye Charitable Settlement	-	-	-	3,510
The Rank Foundation	25,000	25,000	50,000	31,566
The Schroder Foundation	30,000	-	30,000	-
Society of the Holy Child, Jesus	-	-	-	24,750
The Tedworth Charitable Trust	-	10,000	10,000	10,000
Treebeard Trust	-	-	-	20,000
Wates Foundation	-	-	-	10,000
	180,775	164,323	345,098	297,200
Total Legacies, Donations and Grants:	188,032	164,323	352,355	311,053

Included within donations, gifts and legacies for the Charity is £19,275 (2020: £nil) of Government grants relating to the Coronavirus Job Retention Scheme.

3 Income from charitable activities

a) Training and development

	Unrestricted	Restricted	Total 2021 £	Total 2020 £
Training, development and courses	305,090	-	305,090	311,337
The Parenting Puzzle sold with trainings	8,640	-	8,640	5,069
Games and manuals sold with trainings	43,516	-	43,516	46,785
Reimbursed expenses from trainings	46,417	-	46,417	53,017
	403,663	-	403,663	416,208

b) Sale of support resources:

The Parenting Puzzle	77,945	-	77,945	97,967
Games, manuals and other resources	81,004	-	81,004	84,871
	158,949	-	158,949	182,838

4 Income from other activities

Income from sale of fixed assets		
Proceeds on disposal of fixed assets	-	600
Net book value of fixed assets	-	-
Gain on disposal of fixed assets	-	600

5 Investment income

All of the charity's investment income of £2,470 (2020 – £3,858) arises from money held in interest bearing deposit accounts.

6 Analysis of fundraising costs

	Note	Unrestricted £	Restricted £	Total 2021 £	Total 2020 £
Wages and salaries		27,611	-	27,611	29,303
Pensions		1,887	-	1,887	1,855
Consultancy		-	-	-	160
Conference attendance costs		-	-	-	244
Printing		-	-	-	576
Books and subscriptions		415	-	415	455
Travel and subsistence		-	-	-	265
Governance costs	8	422	-	422	418
Support costs	9	15,401	1,008	16,409	15,758
		45,736	1,008	46,744	49,034

7 Analysis of expenditure on charitable activities

a) Training and development

	Note	Unrestricted £	Restricted £	Total 2021 £	Total 2020 £
Wages and salaries		220,327	99,405	319,732	332,651
Pensions		19,483	-	19,483	19,227
Consultancy and freelance trainers		72,835	26,456	99,291	112,119
Travel, accommodation and subsistence		15,403	7,428	22,831	30,705
Training materials		5,972	231	6,203	8,722
Games, manuals and resources		2,587	13,031	15,618	13,822
Carriage of resources		2,518	1,209	3,727	2,583
Venue hire and refreshments		19,797	8,782	28,579	23,498
Evaluation and development costs		1,474	10,961	12,435	3,376
Promotion costs		14,843	786	15,629	28,235
Website maintenance		256	695	951	6,718
Professional indemnity insurance		1,609	-	1,609	1,798
Governance costs	8	4,887	-	4,887	4,837
Support costs	9	179,181	11,668	190,849	182,792
		561,172	180,652	741,824	771,083

b) Support resources

	Note	Unrestricted £	Restricted £	Total 2021 £	Total 2020 £
Wages and salaries		44,848	-	44,848	48,414
Pensions		2,102	-	2,102	2,958
Games, manuals and resources		25,022	6,199	31,221	40,969
Carriage of resources		7,758	-	7,758	9,025
Governance costs	8	724	-	724	717
Support costs	9	26,402	1,729	28,131	27,015
		106,856	7,928	114,784	129,098

8 Allocation of Governance costs

a) Unrestricted

	Training & development £	Sale of support resources £	Fund-raising £	Total 2021 £	Total 2020 £
Audit and accountancy	3,618	535	313	4,466	4,217
Other professional fees	10	2	1	13	241
Bank and transaction charges	1,259	187	108	1,554	1,138
Trustee meeting and travel costs	-	-	-	-	376
	4,887	724	422	6,033	5,972

9 Allocation of support costs

a) Unrestricted	Training & development £	Sale of support resources £	Fund-raising £	Total 2021 £	Total 2020 £
Postage, stationery and photocopying	4,689	694	405	5,788	7,459
Telephone and internet	4,155	616	359	5,130	5,685
Insurance	1,824	270	157	2,251	2,431
Rent and rates	45,578	6,752	3,939	56,269	58,368
Repairs and maintenance	8,070	1,196	697	9,963	7,123
Utilities	3,849	570	333	4,752	4,997
Wages and salaries	76,826	11,382	6,639	94,847	91,203
Recruitment costs	965	-	-	965	445
Pensions and death in service	7,835	1,161	677	9,673	8,774
Staff development	1,775	263	153	2,191	2,454
Depreciation	7,045	1,044	609	8,698	13,386
Computer and ISP costs	16,196	2,399	1,400	19,995	17,578
Bad debts	192	28	17	237	87
Subscriptions	182	27	16	225	228
	179,181	26,402	15,401	220,984	220,218

Support costs are allocated proportionately based on the level of staff costs in each area of activity.

b) Restricted	Training & development £	Sale of support resources £	Fund-raising £	Total 2021 £	Total 2020 £
Wages and salaries	11,668	1,729	1,008	14,405	4,531
Other staff costs	-	-	-	-	816
	11,668	1,729	1,008	14,405	5,347

			2021 £	2020 £
Auditors remuneration	-	audit services	4,466	4,217

10 Trustees' remuneration and expenses reimbursed

No remuneration was paid to the Trustees during the period (2020: Nil). No Trustee claimed reimbursement for travel expenses during the period (2020 - none).

11 Staff costs

The average number of employees during the period was 14 (full time equivalents: 11.7) (2020: 15, FTE: 12.8).

The charity contributes 7% of an employee's basic pay to personal pension schemes chosen by the individual employees. The cost of the contributions made is charged to the SOFA as it becomes payable. The charity set up an auto-enrolment pension scheme on the 1st June 2016 in line with statutory requirements. The full 7% contribution from the charity is paid as the employer's contribution, and employees' contributions are kept in line with the statutory minimum provision, although they may opt to contribute more. Employees choosing to opt out of the auto-enrolment pension continue to have the option of the employer's contribution made to their personal pension. The total employer contributions for the period are disclosed below. Unpaid contributions at the balance sheet date amounted to £2,843 (2019-20: £2,840). Redundancy costs were incurred when the project to which a role was linked ended, and further activities could not be identified to justify an unfunded ongoing role. All liabilities were recognised at the point at which the employee was notified of the decision.

Staff costs were	**Total 2021**	**Total 2020**
	£	**£**
Wages and salaries	459,164	462,016
Social security costs	42,280	42,366
Other pension costs	33,145	32,815
Redundancy costs	-	1,721
	534,589	538,918

The total remuneration paid to Key Management in the year to 31st August 2021 was £155,922 (2020 - £153,584). No members of staff received annual emoluments over £60,000. (2020 - 0).

12 Fixed assets

	Leasehold Improvements	**Fixtures, Fittings and equipment**	**Total**
	£	**£**	**£**
Cost:			
At 1st September 2020	31,612	116,310	147,922
Additions	-	5,673	5,673
Disposals	-	(1,863)	(1,863)
At 31st August 2021	31,612	120,120	151,732
Depreciation:			
At 1st September 2020	29,509	105,044	134,553
Charged in period	765	7,933	8,698
Eliminated on disposal	-	(1,863)	(1,863)
At 31st August 2021	30,274	111,114	141,388
Net book value:			
At 31st August 2021	1,338	9,006	10,344
At 31st August 2020	2,103	11,266	13,369

13 Debtors

	2021	2020
	£	£
Trade debtors	35,827	35,029
VAT reclaimable	135	479
Prepayments	40,732	32,322
Accrued income and other debtors	314	185
	77,008	68,015

14 Creditors

Trade creditors	13,847	9,770
PAYE/NI	14,479	14,567
VAT payable	-	-
Other creditors and accruals	4,904	5,394
Deferred income	270,570	204,637
	303,800	234,368

Deferred income relates to payment in advance of services to be provided mostly in the 2021-22 period.

Balance as at 1st September 2020	204,637	212,622
Amount deferred in period	201,480	125,970
Released to SOFA in period	(135,547)	(133,955)
Balance as at 31st August 2021	270,570	204,637

15 Financial commitments

At 31st August 2021 the charity had total commitments under non-cancellable leases as follows:

	Land and buildings	
	2021	2020
	£	£
Expiry date		
Not later than one year	36,800	36,800
Later than one and not later than five years	27,600	64,400
Later than five years	-	-
Total commitments	64,400	101,200

16 Restricted funds

Purpose of Fund	Balance at 1st September 2020	Incoming resources	Resources expended	Balance at 31st August 2021
	£	£	£	£
Head of Programmes Costs Support	-	25,000	25,000	-
Teens Programme expansion	7,329	-	7,329	-
Three Oxford Schools Project	10,047	25,876	14,310	21,613
Whole School Approach Project	4,065	-	4,065	-
Oxford Schools Project – additional school	19,640	-	8,322	11,318
Infant Sleep Research	4,305	-	344	3,961
Support for Blackbird Leys schools	2,327	-	2,327	-
Parenting Bursary Fund	50,000	-	21,501	28,499
South Abingdon Schools project	75,830	53,447	43,125	86,152
Playful Families training development	6,250	10,000	4,240	12,010
Bursaries to train PGLs in schools and EY settings	24,750	-	8,330	16,420
Additional internet connectivity	695	-	695	-
Development of online programmes	-	50,000	50,000	-
	205,238	164,323	189,588	179,973

Comparative period information

Purpose of Fund	Balance at 1st September 2019	Incoming resources	Resources expended	Balance at 31st August 2020
	£	£	£	£
Expansion of work with Muslim families	9,363	-	9,363	-
Head of Programmes Costs Support	4,943	25,000	29,943	-
Teens Programme expansion	7,522	10,000	10,193	7,329
Three Oxford Schools Project	29,325	-	19,278	10,047
Whole School Approach Project	9,319	1,000	6,254	4,065
Expansion of Workplace Programme	10,556	4,000	14,556	-
Oxford Schools Project – additional school	27,960	-	8,321	19,639
Staff training	-	816	816	-
Infant Sleep Research	-	8,000	3,695	4,305
Support for Blackbird Leys schools	-	3,510	1,183	2,327
Parenting Bursary Fund	-	50,000	-	50,000
South Abingdon Schools project	-	87,688	11,857	75,831
Playful Families training development	-	10,000	3,750	6,250
Bursaries to train PGLs in schools and EY settings	-	24,750	-	24,750
Additional internet connectivity	-	750	55	695
	98,988	225,514	119,264	205,238

17 Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	10,344	-	10,344
Stock	53,505	-	53,505
Debtors	77,008	-	77,008
Cash at bank and in hand	654,104	179,973	834,077
Current liabilities	(303,800)	-	(303,800)
Net assets at 31st August 2021	491,161	179,973	671,134

Comparative period information

	Unrestricted Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	13,369	-	13,369
Stock	50,856	-	50,856
Debtors	68,015	-	68,015
Cash at bank and in hand	553,939	205,238	759,177
Current liabilities	(234,368)	-	(234,368)
Net assets at 31st August 2020	451,811	205,238	657,049