

A photograph of four children playing outdoors with bubbles. The image has a purple tint. Two boys are on the left, one in a dark polo and one in a checkered shirt. A girl in a white dress is in the center, and a girl in a dark dress with glasses is on the right. Bubbles are floating around them.

DAYBREAK

Annual Report & Accounts

2024-2025



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Joint Statement from the Chair & CEO

Joint Statement

As we reflect on the past year, we are struck by the growing urgency of our mission. The mental health crisis continues to deepen, with one in four adults experiencing a mental health problem, rising alarmingly to one in three among young people aged 18 to 24 (The Health Foundation, March 2024). Behind these numbers are families grappling with poverty, stress, domestic violence, homelessness and fractured relationships, complex and often interlinked issues; within these families are children who are adversely affected by such events. Government statistics released in March 2024 reveal the extent of the challenges facing children and families in England today. One in every 30 children is recognised as a child in need by Children’s Social Care, and one in 240 is subject to a Child Protection Plan.

In the face of these challenges, evidence increasingly points to the power of social connectedness as part of the solution. Research shows that strong, supportive relationships can buffer against stress, improve mental health, and build resilience. At the heart of our work is a simple but transformative belief: families do better when they are supported by a network that cares. Daybreak exists to help families rediscover and reconnect with that support, enabling them to find strength and solutions within their own communities.

This past year, we have continued to deliver Family Group Decision Making (FGDM) to families across two London Boroughs and four Local Authorities in the South of England. FGDM empowers families to mobilise their own support networks, identify their own strengths, and create plans to meet challenges head-on. Alongside this, we have expanded our training programme to equip professionals with the skills to facilitate high-quality FGDM, growing the reach and impact of this powerful approach.

We are encouraged by recent policy developments that reinforce the value of FGDM. The Children’s Wellbeing and Schools Bill includes a welcome requirement for Local Authorities to offer FGDM before initiating care proceedings. This, coupled with the Families First Partnership Programme and its £500 million commitment to transform family support services, with FGDM placed firmly at the centre, represents a pivotal opportunity. As this landscape evolves, we are committed to sharing our knowledge and experience to help partners embed meaningful and effective FGDM practice at every stage of a family’s journey.

We are also excited to be launching *Dragonfly*, our new pilot project in Portsmouth in 2025. Dragonfly brings FGDM out of statutory social care and into the heart of the community. By supporting families to access their networks earlier, we hope to prevent challenges from becoming a crisis and reduce the need for statutory intervention.

None of this would be possible without our valued partnerships. Our work is powered by the dedication, diligence and passion of our staff, trustees, independent coordinators and facilitators, who each bring their expertise and commitment to their roles. We are especially grateful to our funders, whose belief in our shared vision has enabled us to innovate and grow, including launching new initiatives like *Dragonfly*. We value the strong, trust-based relationships we have built with our Local Authority partners. Their willingness to work alongside us, sharing knowledge, aligning goals and co-designing services, ensures that families receive the most effective and empowering support possible.

As we look ahead, we remain committed to deepening our partnerships, amplifying the voices of families, and embedding practices that empower and sustain.



Debbie Burns
CEO



Eleanor Emuss
Chair



Objectives, Purpose & Key Activities

Our Vision

A world where 'families' and communities work together to make decisions and solve problems affecting their lives.

Our Mission

By engaging people with their wider networks, we aim to help them make informed decisions that improve their quality of life.

Our Purpose

Our purpose as set out in our governing document is to:

To set up and maintain a Family Group Conference (FGC) facility to assist children, young people and adults in danger, suffering or being abused physically, sexually or mentally or whose social conditions are such that they require support to enable them and their families to make effective decisions for themselves.

To benefit the community with a view to enhancing the responsibility of such children, young people and adults, their families and extended networks, enriching family life and undertaking any charitable purposes for their benefit.

To advance the education of the community by improving the skills and knowledge of FGC and other related practitioners through the provision of training programmes, workshops, conferences, consultation and advice.

Our Values

We are Professional

We act with integrity and are transparent in our actions. We are reliable and care about our responsibilities. We hold ourselves to account and take responsibility for our actions, using experiences as opportunities to learn and grow. We are dedicated and committed to making a difference through all that we do.

We are Respectful

We do not judge others and are inclusive, celebrating and embracing our differences. We actively listen to and value opinions and ideas equally because we know that this supports our learning and strengthens the difference we make.

We are Trustworthy

We are dependable and can be counted on to do what we say we will do, building genuine relationships with others to achieve this.

Our Core Aims

Harness the power of families and communities to solve problems.

Champion the voice of children, young people, and adults who might otherwise remain unheard.

Empower people to proactively engage in decisions that affect them.

Main Activities

FGCs in Children’s Social Care

We bring people together to enable them to problem-solve, make decisions and choose what actions to take to **move forward, be safe, and thrive**.

Our FGC service within Children’s Social Care is designed for families whose children are at risk of moving into alternative care arrangements and/or present significant safeguarding concerns. We bring people together to enable these families to problem-solve, make decisions and choose what actions to take. As a result, they are better connected with their support network, take ownership of the situation and its solutions, and devise and commit to a robust plan of action; thus, developing critical problem-solving skills. Together, this enables them to improve safety in and around the home for all involved - and specifically children at risk. As a result, children are better placed to move forward, be safe and thrive.

An FGC - is an opportunity to bring a support network together. The group works together to create a safe plan of action to help resolve challenges.



What makes an FGC different?

- **It is independent.** Our Coordinators are neutral. They are not from a professional body. They aim to empower a family to create their own solutions.
- **They are family-led.** The process is voluntary. The key decisions about the Conference are made by the family. The family agrees the plan together using information from professionals to help them.
- **Everyone’s voices are heard.** The process allows for everyone to have the chance to share their views. Children, young people or individuals who the FGC is aiming to help, can share their wishes.

Often, they are used in times of crisis or risk. Daybreak currently works alongside Local Authorities receiving referrals for families with children at the edge of care.

Throughout our programs, our work relies on the principles of **voluntary participation, transparency and openness for all, advocacy for those who need it**, and for our work to be **facilitative, not prescriptive**.

Main Activities

Lifelong Links

Lifelong Links is a Family Rights Group programme that involves working with children in care to reconnect them with people who can offer them support.

This could be anyone who has been part of their life. For example, family members, friends, foster carers, teachers, and community members. It aims to bring people together who can offer a young person support into and throughout their adulthood.

It is based around the FGC model.



Main Activities

Training

We continued to grow our FGC Coordinator training for those wishing to embark on a new opportunity working with families.

The training covers:

- History, principles and objectives of the FGC approach
- Issues faced by families and children, and the role of different services
- Your role as a coordinator How to successfully engage support networks
- How to positively and independently facilitate an FGC
- How to deliver impact and success for families and their networks

A purple-toned illustration of a sun, a house, and flowers. The sun is at the top center, with rays extending outwards. Below it, on the left, is a large, stylized flower with many petals. To the right of the flower is a small house with a chimney and a door. At the bottom, there are several smaller flowers. The entire illustration is rendered in a sketchy, hand-drawn style.

Achievements & Performance

Our Year in Numbers



42%

parents attending
were fathers

653 parents attended
their FGC meeting



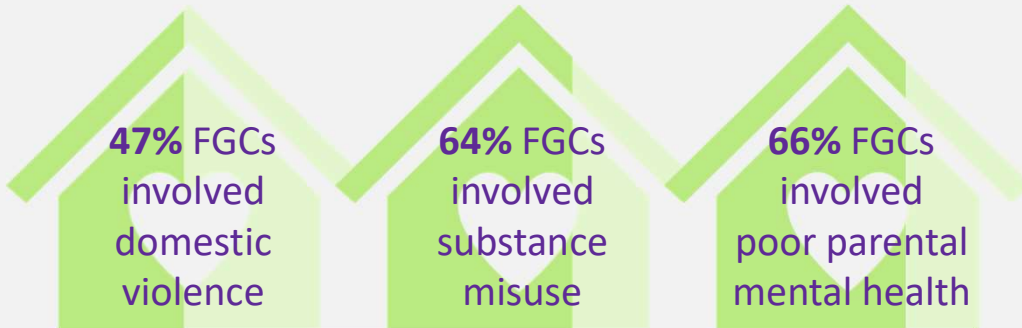
4.8 average number of participants
attending an FGC meeting

1717 family and friend participants



66 FGCs for
unborn babies

791 children supported



47% FGCs
involved
domestic
violence

64% FGCs
involved
substance
misuse

66% FGCs
involved
poor parental
mental health

397 initial FGC meetings & **54** FGC reviews



47 Lifelong
Links meetings

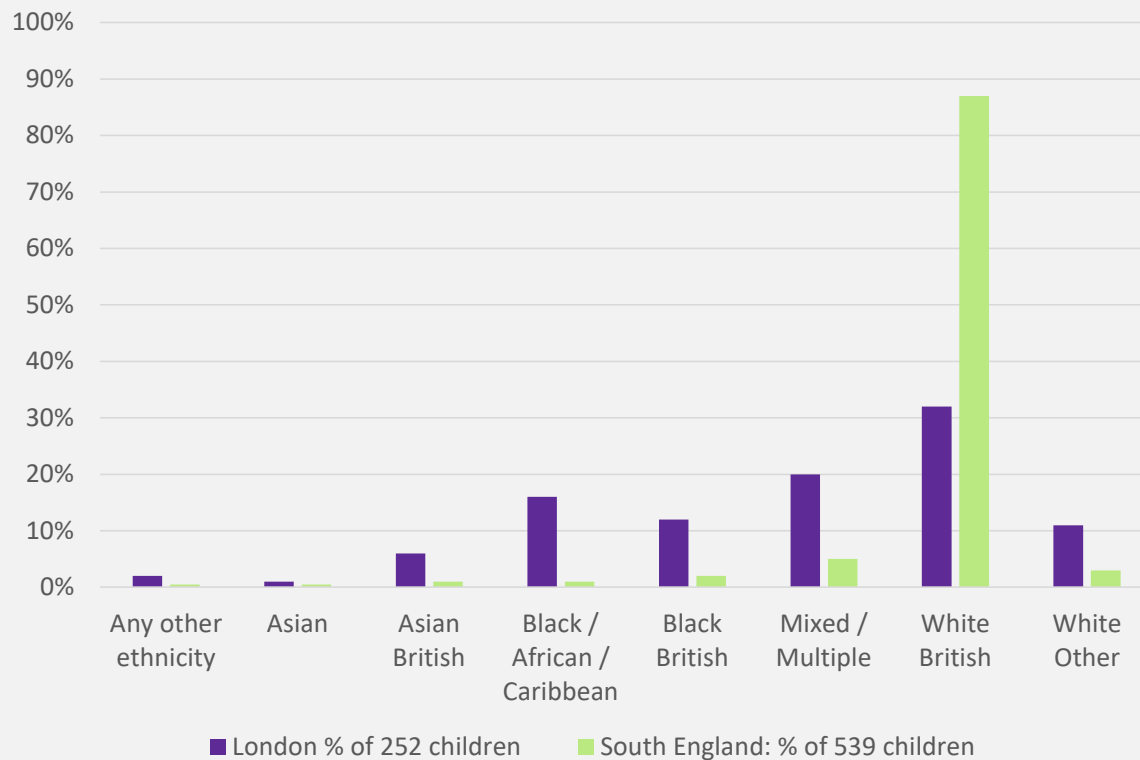


2 health referrals,
outside of contract

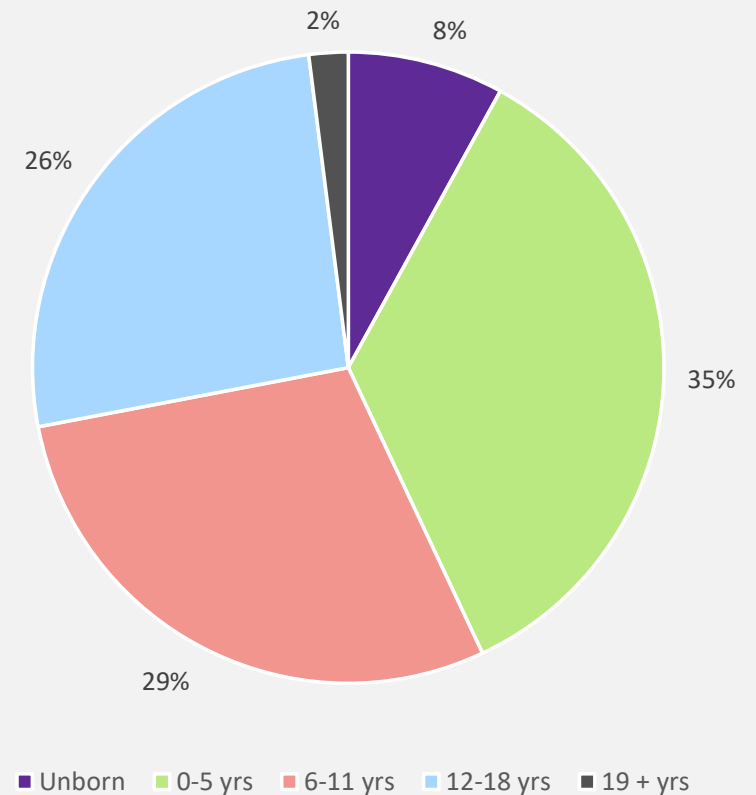
81% of children
aged 5+ shared
their views at
their FGC

Our Year in Numbers

Ethnicity of children engaged in our services, by geographical area



Ages of children engaged in our services



Contract Delivery

FGCs in Children’s Social Care

We were delighted to retain the contract to deliver FGCs in Wiltshire for at least another 3 years; we also received a further year’s extension to our contracts in Portsmouth and Hackney.

We experienced some difficulties in reaching contracted targets this year with most Local Authority partners going through restructure processes. With statutory partners’ focus elsewhere, we experienced a reduction in referrals into our services resulting in less families accessing FGCs than last year.

We continued to receive referrals from Dorset on a spot purchase basis into this year following the termination of the contract in 2023-2024 when Dorset took the programme in-house.



397

Initial FGC meetings for a family & their network



54

Review meeting for a family & their network to evaluate progress



Dorset | 18



Reading | 70



Hackney | 75



Bromley | 78



Portsmouth | 90



Wiltshire | 119

Jilly

Jilly had three children all under the age of 5 and the children’s father was in prison. There were significant concerns raised for the two eldest children, including:

- Poor parental mental health
- Exposure to parental conflict
- Exposure to poor emotional regulation between parents and sometimes towards children
- Risks of physical harm

The sisters had been in foster care for almost a year, and a plan for adoption meeting had been scheduled. Jilly had been engaging with services, showed positive care for her youngest child who remained with her and contact with her daughters was going well. The plan for adoption meeting was put on hold whilst Jilly participated in an FGC. The FGC was convened to assess how a support network might provide sustainable support for Jilly to care for her three children without the levels of professional support she had been receiving.

The FGC took place with Jilly, her father, eight of her friends and a support worker attending. During the first stage of the meeting they identified some of the challenges that Jilly would face if she were allowed to have all three children at home. They identified a range of practical and emotional issues including Jilly managing her own health and wellbeing. During private family time the group created a plan to address the potential challenges, and any safeguarding concerns identified.

At the review meeting three months later where it was noted that due to the success of the plan and the commitment of Jilly’s network of support, the two girls were back living with Jilly. There had been a positive parenting assessment, and they were hopeful for a positive outcome at a final hearing about the children’s future.

Three months later, six months after the FGC, Social Care had de-escalated Jilly’s case. The Social Worker was awaiting the outcome of a request for therapy funding for the children and once this was received confirmed that she would be closing the case completely.

Names have been changed.



“Due to the success of the plan and the commitment of Jilly’s network of support the two girls were back living with Jilly.”

Francine

Francine had three children aged 10, 4 and 2 who were all on Child Protection Plans. The family had been known to Social Service for quite a while and had worked with several different Social Workers. The eldest child, Max, did not see his father but spent quite a lot of time with his grandmother; the two girls spent time with their father (Joseph; not Max’s father) and occasionally Max did too.

The safeguarding concerns related to:

- Domestic abuse as Francine’s recent partner had been controlling and abusive
- Francine’s use of alcohol and substances
- Max had witnessed Francine be arrested
- Max’s health
- Francine’s mental health and wellbeing

The Social Worker also identified some strengths:

- Francine was engaging with Social Care and wanted to make changes
- Francine’s relationship with Joseph could be supportive
- She was honest and open when she was struggling
- The children seemed happy

The FGC was attended by Francine, all three children, Joseph, three members of the paternal family, three members of the maternal family and a friend of Francine’s. Max expressed a wish to spend more time with Francine on his

own a couple of times a week and this was considered as part of the plan that the family created to support Francine. The plan included support with routines, chores, respite, some ground rules for co-parenting and what to do if there was any cause for concern about Francine’s behaviour or wellbeing.

A review meeting was held four months later where it was reported that everything had been very positive. Francine had fully committed to addressing her challenges and was engaging well with support for her substance and alcohol issues. There had been excellent communication between Francine and Joseph; the girls still enjoyed spending time with their father who had also continued to develop a warm and supportive relationship with Max. Max’s health needs had been addressed. Max said he enjoyed spending time with Joseph and that he and Francine had been spending time together on their own. It was reported that the children were flourishing in the home environment and that Francine’s support network remained committed to ensuring the safety and happiness of the children and Francine.

Names have been changed.



Funded Programmes

Lifelong Links

Lifelong Links is the Family Rights Group programme, which involves working with children in care to reconnect them with people who can offer them support.

This could be anyone who has been part of their life. For example, family members, friends, foster carers, teachers, and community members. It aims to bring people together who can offer a young person support into and throughout their adulthood.

The programme was funded by the Department for Education, and we delivered a service on behalf of Portsmouth City Council and Wiltshire Council.

We held 47 Lifelong Links meetings in total, 9 in Wiltshire and 38 in Portsmouth.

Family Network Meetings

We successfully secured £50,000 funding from Dorset Council to deliver Family Network Meetings in the community. The funding runs to March 2026, in which time we will deliver 45 Family Network Meetings (FNMs).

FNMs are family-led discussions that explore how a family’s support network can provide help. It supports family-led problem-solving and assists in connecting families with any agreed upon resources both practically and emotionally.

By the end of March 2025, we had worked with Dorset Council to get the project to the point where we could begin to take referrals.

Royal Berkshire Hospital

This project funded by Reading Integration Board was meant to work with 10 referred individuals over a 12-month period who needed support to enable discharge from the hospital.

Unfortunately, due to a variety of reasons, including changes of partner staffing at the hospital and limited numbers of suitable patients who were Reading residents, this project proved difficult to implement effectively. However, in discussion with funders **we agreed to extend the project into 2025-2026 and to broaden the scope for referrals** to enable adults in community settings with health issues to access the service.



Family Rights Group



Lifelong Links



Dorset Council



Reading Borough Council
Working better with you

Paul & David

Paul & David were placed into care together in 2020, but they were soon separated to better meet their needs.

Contact between the two decreased after they went to different foster carers. A Social Worker made a Lifelong Links referral aiming to help rebuild the connection between Paul and David in a positive and safe manner, while also exploring the wider family network for potential support.

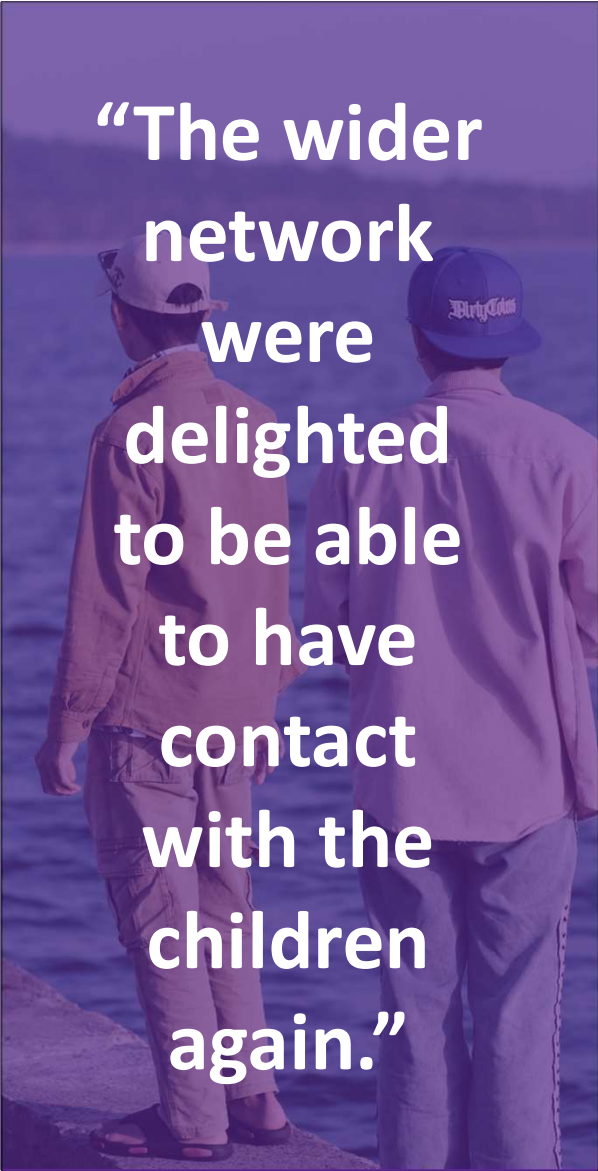
Both children were eager to be part of the process and identified other members of their extended family they would like to reconnect with. The search then began. Their parents provided valuable information about the wider family and expressed a strong desire for their children to reconnect and build relationships with their extended family. After consulting with the family network and planning with Paul and David, a Lifelong Links FGC was scheduled. In total 20 family members and friends including past foster carers attended. The children were able to see aunts, uncles and cousins whom they had not seen since entering care.

During the meeting the family created a plan that included:

- requesting increased contact with parents with both children together
- following a request from Paul and David to spend more time with their brother it was arranged he will see them for unsupervised contact
- maternal and paternal aunts and uncles requested to see the children in the community and then with their mother and father if needed
- foster carers exchanging numbers to facilitate virtual contact for the children with their cousin

At the review meeting it was confirmed that the Lifelong Links process had precipitated a range of actions and responses regarding the overall care plan for Paul and David. Contact with parents increased from 6 times per year to once a month and it was noted that the children were on a ‘going home pathway’. The children had visited several family members and had more opportunities to spend time together. The wider network were delighted to be able to have contact with the children who had disappeared from their lives when they entered care.

Names have been changed



“The wider network were delighted to be able to have contact with the children again.”

Training Service

Lifelong Links

Daybreak’s training offer grew significantly over the 2024-2025 with the numbers of people participating in Child Welfare FGC Coordinator training up from 14 in 2023-2024 to 81 this year.

We also introduced training for Coordinators delivering Adult FGCs and developed training for professionals holding Family Network Meetings, an alternative process under the banner of Family Group Decision Making. Alongside our dedicated training we worked with Local Authorities to deliver training bespoke to the needs of their staff teams.

We also developed some pilot webinars for professionals and coordinators including:

- Enabling full participation
- Why and when to refer
- Voice of the child
- Recipe for success in plans
- Making FGC Reviews count

“I’ve been part of many training programmes and sessions as a group and individual before and this was the best. I really felt part of each session and loved how Alison regularly opens up group discussion. She very much made it feel like a learning journey and not ‘training’”

Child Welfare Training

“To be in the room with a powerhouse practitioner who understands the model and has lived it”

Waltham Forest Adult FGC Training

“The quality of the training and info was amazing and really helpful!”

Trafford Child Welfare FGC Training

“I found it extremely useful to be the observer (in the role play), it allowed me to watch how the meeting unfolded and gave me space to reflect on my own practice.”

City Families Family Network Meeting Training

- Over the course of the year, we delivered:
- Child Welfare FGC Coordinator training for Dorset, Hertfordshire and Trafford Local Authorities as well as to 46 individuals seeking to upskill into a new area of work.
 - Training for 13 staff in the role of the Coordinator in Adult FGCs for Waltham Forest for their new service. We also delivered this training to staff from The Alzheimer’s Society.
 - Bespoke training for the London Borough of Camden.
 - Refresher FGC training for Southend-on-Sea City Council.
 - Family Network Facilitator training for City Families, a charity in Southend supporting families across the city.
 - 13 webinars to introduce the role of the FGC Coordinator attended by 68 participants.

Monitoring & Evaluation

We experienced several difficulties in being able to effectively monitor and evaluate our services delivered as a contract to a Local Authority:

- Due to funding constraints, only approximately 13% of the FGCs we deliver have a review and this is the only opportunity to evaluate the success of the plan made during the FGC meeting.
- Local Authorities hold the information that would enable us to understand what outcomes the family experienced in the months following the FGC. Unfortunately, they are unable to easily share that with us. Despite this, we are piloting methods to share proportionate information with our contract partners to improve our understanding of outcomes for families participating in FGCs.
- The FGC itself can be very emotional and therefore challenging to gain meaningful feedback at the end of this meeting. Yet, the nature of our independent facilitator role means that we do not maintain ongoing engagement with families; and can therefore struggle to obtain feedback after the meeting itself.



With the launch of Dragonfly, our community-based project, in 2025 we hope to be able to better evidence the impact of our services for families, as our role will enable us to have ongoing engagement with families.

This year, we saw a significant reduction in feedback compared to last year, partly due to a reduction in the number of FGCs we delivered and partly due to moving to online data collection in July 2025. The move to online data collection resulted in some initial difficulties both technical and operational.

Whilst this was disappointing, the feedback that was received remained as positive as last year. The area we saw the most significant increase in positive responses was in the belief that children and young people's views were considered when making the plan. Children and young people were also more positive that the plan made at the FGC would make things better for their family.

Achievements Against Strategic Plan

Objective One: To grow and develop sustainably to have impact now and in the future



Increase Range of Services

- **Lifelong Links:** Successfully met outcomes in Portsmouth; limited success in Wiltshire; asylum-seeking children strand not progressed.
- **Advocacy:** Decided not to pursue due to effort outweighing benefits.
- **Community FGC Programmes:** Funding secured for Portsmouth from Rayne Foundation and The National Lottery Community Fund.

Increase and Diversify Funding

- **Fundraising Strategy:** Developed and implementation begun.
- **Programme-Specific Funding:** Applications focused on key initiatives such as Thrive (Core Funding) and Moving Forward Together (project funding) have resulted in successful bids, particularly in Portsmouth.
- **Innovation and Pipeline Development:** Initial consultations and team development sessions have laid the groundwork for development in Year three.
- **Training Delivery Capacity:** Several options explored to meet rising demand; additional staff time (2 days/week) has been allocated from April 2025.
- **Diversification of Training Offers:** New training modules developed, including Family Network Meeting training and bespoke workshops
- **Financial Tracking Model:** A robust financial model has been established to assess the contribution of projects to core costs and sustainability.

Partnership Development:

- **Housing Association Collaboration:** Plans to pursue a pilot were stopped due to internal capacity constraints and shifting priorities.
- **Local Area Partnerships:** Built relationships in Portsmouth and Wiltshire; some progress in Reading; minimal progress in BCP (out of area).
- **Adult Social Care Integration:** Continued promotion with limited uptake but notable training and conference involvement.

Broaden Service Areas

- **Strategic Focus Areas:** Criminal Justice and Armed Forces identified as high-potential sectors due to alignment with restorative practices and funding opportunities.
- **Engagement and Bidding:** Partnerships initiated with Clinks and SAFE! in Berkshire. Proposals submitted to support Armed Forces families; engagement initiated with Youth Justice Teams; Portsmouth active interest.

Board Development

- **Skills Audit:** Conducted to benchmark current trustee capabilities and identify governance gaps.
- **Sub-Committees:** Decision to form Audit Committee to strengthen oversight of finance and risk. A trustee was formally designated as the lead for safeguarding.

Achievements Against Strategic Plan

Objective Two: To create a culture of learning that improves the difference we make



Impact Practice Development

- **Digital Feedback Systems:** Piloted; shift from paper to digital (MS Forms); coordinator feedback targets introduced.
- **Comparative Reporting:** Not completed; integrated into next year’s Senior Leadership and Board reporting.

Beneficiary Engagement

- **Engagement Tools:** Despite initial plans, the rollout of beneficiary questionnaires and surveys saw no uptake. Lessons learned are being channelled into a targeted Dragonfly Project for Year 3.
- **Ongoing Dialogue Mechanisms:** No structured processes or pilots were launched during Year 2; all related initiatives are deferred.

Staff Engagement

- **Survey Actions:** Implemented improvements including communication channels, newsletter, and coordinator-CEO meetings.
- **Team Building:** While not yet delivered, a team-building event is scheduled for May 2025.
- **Annual Conference:** Successfully held; positive feedback received.

Staff Development

- **Appraisal Evaluation:** Survey prepared, pending completion.
- **Learning & Development Strategy:** While a formal strategy has not been published, ongoing collaboration with the operations team is yielding insights into future capability needs.



Achievements Against Strategic Plan

Objective Three: To raise awareness of Daybreak’s services to a wider audience



Marketing and Communications

- Evaluation of 2023–24 Efforts: Completed and used to refine strategy.
- Implementation Successes: New Strategy Implementation: In progress with 95% rebrand, updated materials, and increased digital engagement.

Stakeholder Engagement

- Audience Mapping: A comprehensive stakeholder map was created to assess communication reach and suitability.
- Content Development: Redesigned materials now target diverse audiences including beneficiaries, funders, referrers, and the general public.
- Wider Use and Monitoring: Plans to further expand promotional efforts and gather engagement data have been scheduled for Year 3.
- Storytelling and Case Studies: Work to establish a safe and ethical framework for capturing and sharing beneficiary stories is ongoing and will roll forward.





Future Plans

2025-2026 Strategic Action Plan

Objective 1: To grow and develop sustainability to have impact now and in the future

Establish new services

- Dragonfly Portsmouth – embed, grow
- Relational workshops for young people– explore potential and funding
- Evidence and fund targeted Family Group Decision Make support

Expand our income

- Increase variety, promotion and capacity in Training offer
- Explore new incomes streams, e.g. individual giving, private purchase
- Attend local community fundraising events
- Develop a Fundraising Volunteer team

Partnerships

- Building community links in our areas
- Organisation links related to focus areas,
- Fund one partnership project
- Build Adult FGC connections within existing partners

Objective 2: To create a culture of learning that improves the differences we make

Impact and Evaluation

- Long term outcomes, and focus groups for Dragonfly project
- Increase ways beneficiaries can feed back
- Explore improvements to our evaluation and monitoring methods

Feedback response

- Learning loops from feedback
- Internal and external comms re impact
- Beneficiary storytelling focus

Staff Development

- Improved Staff Conference, hold a Team Building event
- Bitesized, accessible training opportunities
- Improve practice improvement messaging
- Improve routes to accessing development opportunities and training

Objective 3: To raise awareness of Daybreak’s services to a wider audience

Communications

- Evaluate 2024-25 marketing output
- Grow marketing volunteer team
- Improve ops-led professional audience communications
- Increase reach across all channels

Showcase impact

- Complete leaflet / resource revamp
- Attend 3+ events to raise profile beyond existing partners
- Create an impact report to share with stakeholders

An infrastructure to deliver on our strategy

People

We have a small, employed staff team of 18 people equating to 15 full-time equivalents and a pool of 39 Independent Coordinators. In 2024-2025 we also had two volunteers supporting our Marketing & Communications function.

In 2024-2025 we had a total of 93 sick days, which is less than the charity average of 145 days according to the latest data published by Access PeopleHR. The number of sickness days per employee was 5.7 days in 2022 (ONS) and 7.8 days in 2023 (CIPD); Daybreak’s number of sickness days per employee has fallen from 9.98 in 2023-2024 to 6.33 in 2024-2025.

Staff turnover was 30%; however, excluding redundancies caused by loss of funding, the turnover rate drops to 12%. Aside from redundancies only 2 people left Daybreak in 2024-2025.

We recognise that our staff team is our greatest resource in delivering high-quality services that make a positive difference for the families we support. It is, therefore, important that our staff are happy and feel engaged with the work and the organisation.

We held our second annual Staff and Independent Coordinator Surveys this year and it was encouraging to see an increase in positive responses in multiple areas covered by the survey from both employed staff and self-employed (Independent Coordinators).

- The Organisation
- Wellbeing
- Resourcing
- Working Practices
- People Management
- Training & Development
- Career & Reward

There are still areas for improvement, including:

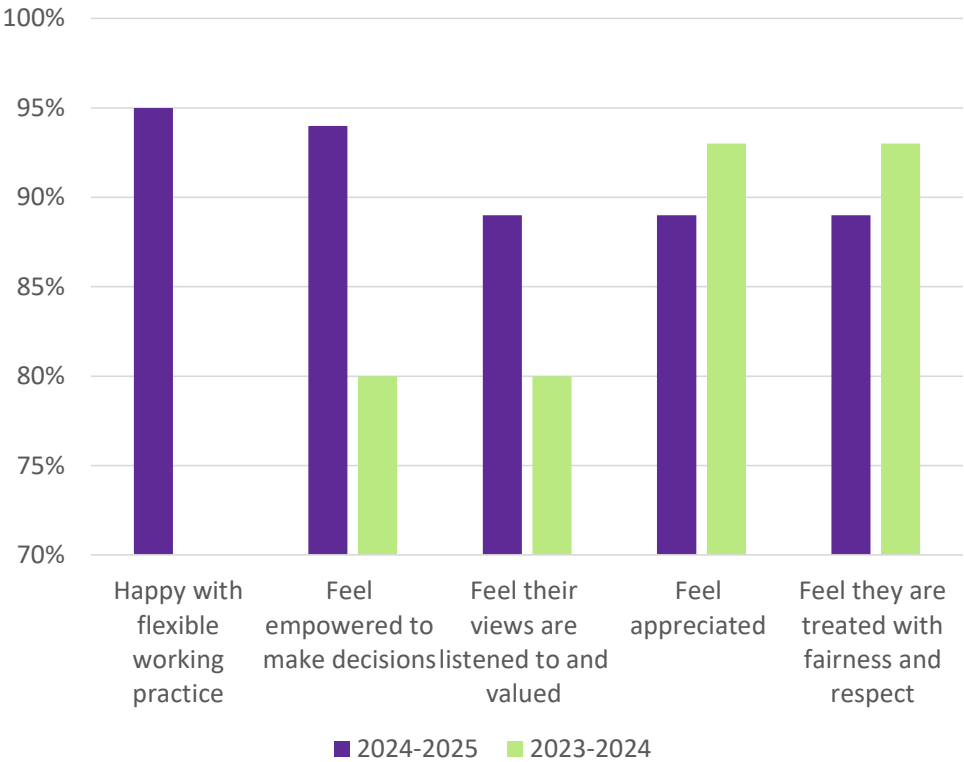
- Providing more opportunities for reflective practice
- Facilitating more engagement across different geographical teams
- Reducing the amount of paperwork required of some roles

“I am very pleased that I joined Daybreak and intend to hopefully stay for some time.”

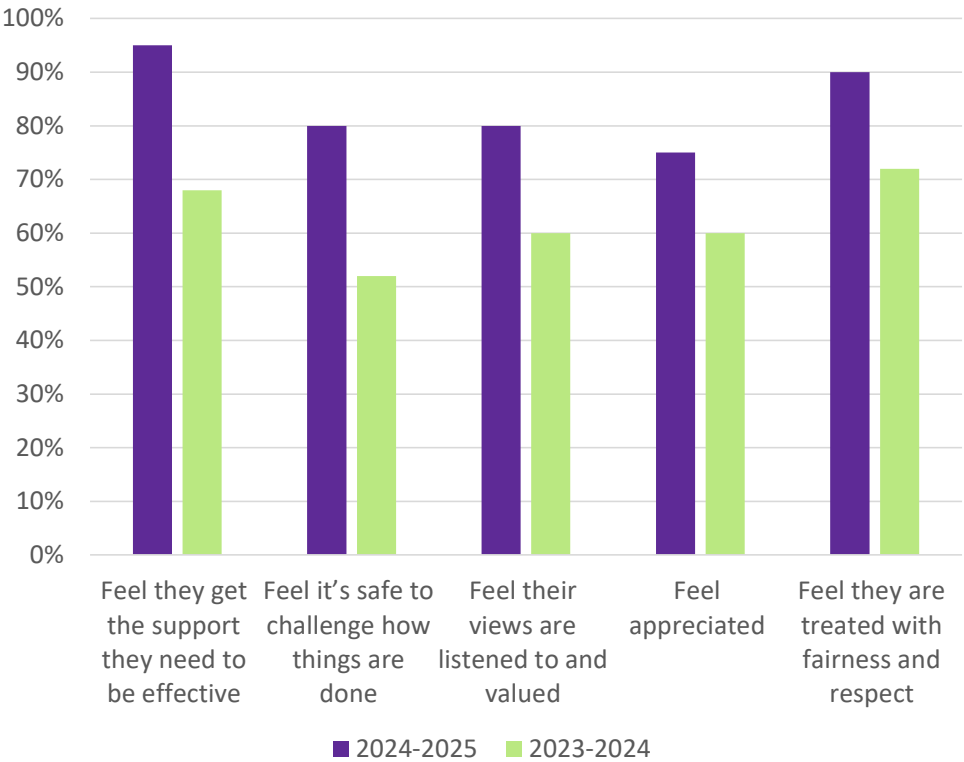
An infrastructure to deliver on our strategy

People

Staff Survey Results



Independent Coordinators Survey Results



An infrastructure to deliver on our strategy

IT

At Daybreak we are aware that we hold a lot of personal data belonging to our staff and our beneficiaries.

To ensure that we are keeping that data as safe as possible and that we are compliant with Data Protection regulations we commissioned a Data Protection Audit in 2024. This audit highlighted many areas where we are performing well in keeping data safe; however, it also brought to light some areas where we could improve our compliance with regulations and further ensure security of data.

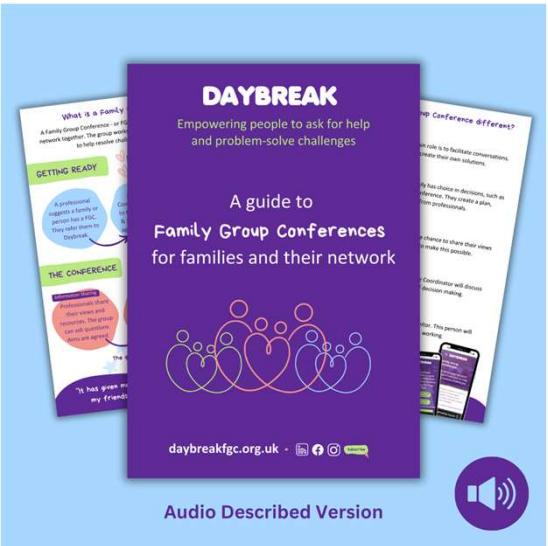
We developed an action plan and over the course of the year have:

- Introduced multifactor authentication across our systems
- Introduced more stringent password guidelines
- Improved our privacy notices to meet specific audience needs
- Understood need for DPIAs for systems and carried these out

Communications

We recognised the need for our communications to be more targeted and more accessible for a variety of different audiences.

We regularly check our communications for plain English and readability and have introduced audio described versions of some of leaflets on our website.

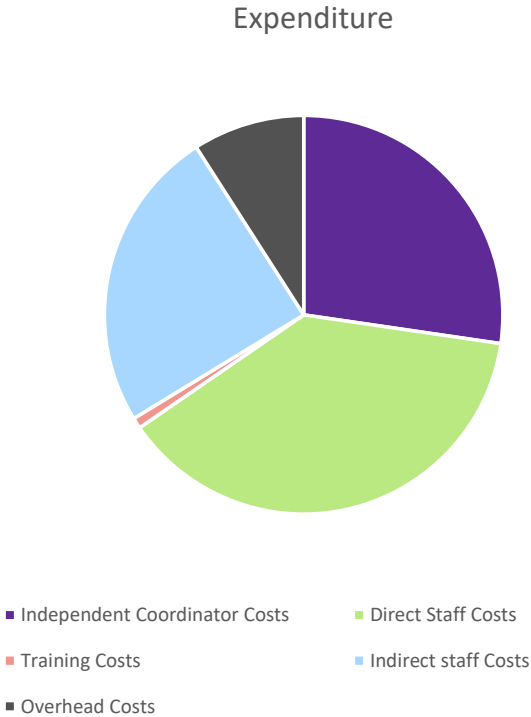
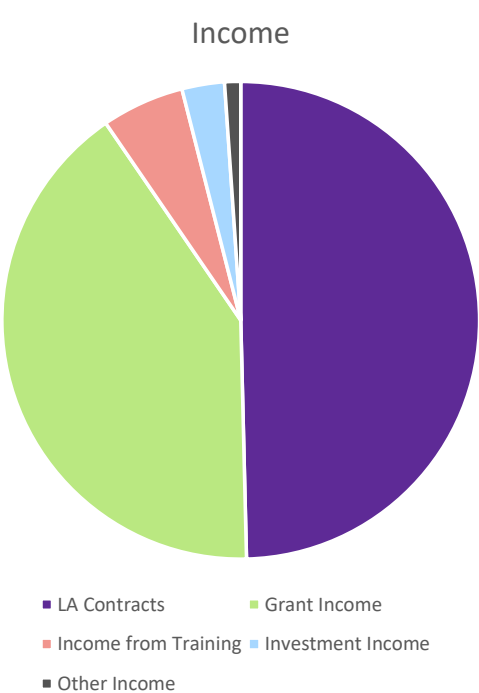




Financial Review

Summary

	2025	2024
Income from charitable activities	£926,498	£693,283
Income from investments	£27,482	£26,767
Total Income	£953,980	£720,050
Expenditure from charitable activities	£940,709	£846,810
Net Income / Expenditure	£13,271	-£126,229



In 2024-2025 Daybreak’s income was £926,498 a 28% increase on 2023-2024 (£720,050). This increase in income is a result of Grant Income received for Lifelong Links, Dorset Family Network Meetings and Dragonfly project. Expenditure for the year was £940,709, a 11% increase on 2023-2024 (£846,810). This increase is due to additional costs for the Grant funded projects.

Reserves Policy

As part of our annual financial review the Board considered the appropriate level of reserves required to enable the Charity to be managed efficiently and effectively.

Daybreak holds reserves to:

- allow the management sufficient time to consider and implement how to replace funding or change activities in the event of unexpected drops in income
- allow the charity to navigate a period of growth as demand on services increases
- allow confident financial planning where there is little flexibility to costs without impacting on charitable activities
- allow the charity to navigate unexpected events that cause significant business disruption
- enable engagement with unanticipated strategic opportunities and action against critical threats
- allow the charity to fulfil contractual obligations in the event of unanticipated financial stress

The Board has established a reserves policy to hold at least three months ‘free reserves’, expressed as a proportion of overhead costs for the coming year 2025-2026, this would represent a requirement of unrestricted funds of at least £169,000 (2024-2025, £167,000). The level of unrestricted operating expenditure is monitored on an ongoing basis throughout the year to ensure that it meets the requirements of the Reserves Policy. The Reserves Policy is reviewed annually by the Board.

The level of unrestricted funds, after designated funds, as at 31 March 2025 of £461,547 (£614,941 as at 31 March 2024) meets the requirements of the Reserves Policy for the coming year.

The Trustees regularly review how to best utilise reserves whilst considering the fact that the Charity needs to access new funding sources for the future. However, currently this position gives the Charity the opportunity to continue to explore new ways of fulfilling its obligations under its Articles of Association for the benefit of the public and these are explored further under ‘Plans for Future Periods’.



Structure, Governance & Management

Structure, Governance & Management

Governing Document

Daybreak is a charitable company limited by guarantee, registered in England and Wales; the charity was established on 1st June 1999. It is governed by its Articles of Association.

Board of Trustees

The Trustees have ultimate responsibility for the effective and efficient running of the charity, ensuring that it is delivering against its charitable objects and providing public benefit.

The Trustees of Daybreak are Directors of Daybreak for the purposes of company law. No Trustee has any financial interest in the charity. No Trustee receives any remuneration for their services as Trustee, but they may be reimbursed for reasonable and necessary expenses.

Recruitment & Appointment of Trustees

With regards, to the recruitment of new trustees, we ensure that we follow our Safer Recruitment Policy as for all other roles. Potential trustees may be nominated, sought out or volunteer themselves for consideration. The Chair of Trustees and the Chief Executive meet with and interview potential trustees and then decide whether to invite them to a Trustees' meeting.

The potential trustees are voted on to the Board of Trustees (the "Board") by a majority vote at a meeting of Trustees. The full trustee status occurs once a

DBS check has been obtained.

Trustees retire by rotation over a three year cycle. In accordance with the Articles of Association, a Trustee shall cease to hold office if he/she is absent without the permission of the Trustees from all their meetings held within a period of six months and that the Trustees resolve that his/her office be vacated.

Trustee Induction & Training

The CEO oversees the induction of new Trustees. Trustee induction is divided into four key areas of knowledge and understanding:

1. The Nature of the Charity
2. Role of the Trustee
3. Board Issues
4. Building a Link with our People

All Trustees are also required to undertake Safeguarding training and are encouraged to attend a short training overview of the FGC process; this enables them to have a better understanding of the nature of FGCs. They are also encouraged to attend an FGC where permission can be sought from families involved.

Decision Making and Management Structure

The Board of Trustees agree the strategy and the annual budget linked to it. They then delegate the day-to-day management of the charity to the CEO and through them to the Senior Leadership Team. Performance is measured at the quarterly Board meetings through the Balanced Scorecard.

The Senior Leadership Team consists of:

- Director of Services
- Finance Manager
- Office & Impact Data Manager
- Fundraising & Marketing Manager

Pay & Remuneration

Daybreak places all job roles within a salary range; these are reviewed on an annual basis, based on comparable sector benchmarking, inflation, and our financial position. There is clear guidance for setting salaries and recommending salary increases, which is used in conjunction with annual appraisals.

Risk Management

The Board of Trustees has overarching responsibility for assessing risks faced by the charity, and delegates management of such risk to the Senior Leadership Team.

Risk management processes were assessed during the year, and a new Risk Management system was developed to ensure that the Risk Register became

a more dynamic tool. The Board also established an Audit & Risk Committee to give greater oversight to the risks facing the organisation.

The principal risks facing the charity are:

Dependency on FGC Contract Income

Daybreak’s largest source of income is from contracts with Local Authorities to deliver FGC services. Reliance on this source of income has resulted in lack of service development beyond Children’s Social Care and limited partnerships with other organisations. To mitigate this risk, we have reinstated our training function, developed a fundraising function, developed a new community service model and begun to develop relationships with other services both statutory and voluntary.

Local Authority Financial Position

This risk is closely connected to the previous one. As budgetary pressures on Local Authorities increase, there is the potential for FGC services to be reduced or withdrawn. At the same time, while the Government is mandating the use of FGDM at Public Law Outline through the Children’s Wellbeing and School’s Bill, it has not yet provided clear guidance on expectations or best practice for delivering FGDMs. To mitigate this risk, we remain vigilant and responsive to developments, making robust decisions when applying for tenders and fostering strong relationships with commissioners and managers in Local Authorities.



Statement of Trustees' Responsibilities

Statement of Trustee’s Responsibilities

The Trustees (who are also Directors of Daybreak Family Group Conferences for the purposes of company law) are responsible for preparing the Trustees’ Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial 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 charitable company for the year. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then 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 charitable company will continue in operation.

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

safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement As To Disclosure of Information To Auditors

Each Trustee has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

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

And finally:

Heartfelt thanks are offered by the Trustees to all those involved in our work, whether they are employees, independent contractors, volunteers or other supporters.



Eleanor Emuss
On behalf of the Trustees

Date: 29/10/2025



Report of the Independent Auditors

Independent Auditors' Report

to the members of Daybreak Family Group Conferences

*Company limited by guarantee
and not having a share capital*

Opinion

We have audited the financial statements of Daybreak Family Group Conferences for the year ended 31 March 2025, which comprise the Statement of Financial Activities, Balance Sheet, Cashflow Statement and the related notes. 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 to 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 31 March 2025, and of 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 of 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 Charity 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 12 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 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.

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 Companies Act 2006 and the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the company's financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of trustees’ remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees’ Annual Report and take advantage of the small companies exemption from the requirement to prepare a strategic report.

Responsibilities by the trustees

As explained more fully in the report of the executive committee, the trustees 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 they 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 the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.

We identified the laws and regulations applicable to the charitable company through discussions with trustees and other management and we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of

how fraud might occur, by making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud and considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we performed analytical procedures to identify any unusual or unexpected relationships, tested journal entries to identify unusual transactions and investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

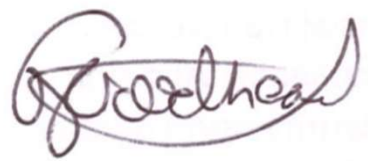
Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Knight Goodhead Limited is eligible for appointment as auditor of the charitable company by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Use of our report

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



CJ GOODHEAD FCA

Dated 3 November 2025

Senior Statutory Auditor

Knight Goodhead Limited, Chartered Accountants and Statutory Auditors
7 Bournemouth Road, Chandler's Ford, Eastleigh, Hampshire, SO53 3DA



Accounts

Daybreak Family Group Conferences, Statement of Financial Activities (including income and expenditure account) for the year ended 31st March 2025

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Income and endowments from:					
Charitable activities	3	536,955	389,543	926,498	693,283
Investment Income	4	27,482	-	27,482	26,767
Total		564,437	389,543	953,980	720,050
Resources Expended					
Raising Funds	6	11,990	-	11,990	11,526
Charitable Activities	6	613,920	303,878	917,798	825,829
Other	6	10,921	-	10,921	9,455
Total	6	636,831	303,878	940,709	846,810
Net (Resources Expended)/Incoming Resources	7	(72,394)	85,665	13,271	(126,760)
Transfer between Funds		-	-	-	-
Net (Resources Expended)/Incoming Resources after transfer between Funds		(72,394)	85,665	13,271	(126,760)
Net Movement in Funds: Fund balances brought forward at 1st April 2024		614,941	15,000	629,941	756,701
Fund balances carried forward at 31st March 2025	16	542,547	100,665	643,212	629,941

Daybreak Family Group Conferences, Statement of Financial Activities (including income and expenditure account) for the year ended 31st March 2024

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Income and endowments from:				
Charitable activities	3	619,527	73,756	693,283
Investment Income	4	26,767	-	26,767
Total		646,294	73,756	720,050
Resources Expended				
Raising Funds	6	11,526	-	11,526
Charitable Activities	6	767,073	58,756	825,829
Other	6	9,455	-	9,455
Total	6	788,054	58,756	846,810
Net (Resources Expended)/Incoming Resources	7	(141,760)	15,000	(126,760)
Transfer between Funds		-	-	-
Net (Resources Expended)/Incoming Resources after transfer between Funds		(141,760)	15,000	(126,760)
Net Movement in Funds: Fund balances brought forward at 1st April 2023		756,701	-	756,701
Fund balances carried forward at 31st March 2024	16	614,941	15,000	629,941

Daybreak Family Group Conferences, Balance Sheet | as at 31st March 2025

	Notes	2025 £		2024 £	
Fixed Assets					
Tangible Assets	10		446		-
Current Assets					
Debtors	11	151,359		184,174	
Cash at Bank and in Hand		729,708		621,266	
Total Assets		881,067		805,440	
Creditors: amounts falling due within one year	12	(238,301)		(171,067)	
Net Current Assets			642,766		634,373
Total Assets less Current Liabilities			643,212		634,373
Creditors: amounts falling due after more than one year	14		-		(4,432)
Net Assets			643,212		629,941
Funds					
Unrestricted Funds					
Designated funds		81,000		-	
General unrestricted funds		461,547	542,547	614,941	614,941
Restricted Funds			100,665		15,000
Total Funds	16		643,212		629,941

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements (page 41 to 58) were approved by the trustees on 29/10/2025. and signed on their behalf by:



Eleanor Emuss, Chair of Trustees



Julian Bennett, Treasurer

Company Registration No. 3780726

Daybreak Family Group Conferences, Cash Flow | for the year ended 31st March 2025

	2025 £	2024 £
Cash flows from operating activities	-	-
Net cash provided by operating activities	81,535	(220,841)
Cash flows from investing activities		
Interest received	27,482	26,767
Purchase of Equipment	(573)	-
Net cash provided by investing activities	26,909	26,767
Cash flows from financing activities	-	-
Net Cash provided by financing activities	-	-
Change in cash and cash equivalents in the reporting period	108,443	(194,074)
Cash and cash equivalents at the beginning of the reporting period	621,265	815,339
Change in cash and cash equivalents due to exchange rate movements	-	-
Cash and cash equivalents at the end of the reporting period	729,708	621,265
Reconciliation of net income/(expenditure) to net cash flow from operating activities		
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	13,271	(126,760)
Adjusted for:		
Depreciation charges	127	-
Dividends, interest and rents from investments	(27,482)	(26,767)
(Increase)/decrease in debtors	32,816	(101,312)
Increase/(decrease) in creditors	62,802	33,999
Net cash provided by operating activities	81,535	(220,841)
Analysis of cash and cash equivalents		
Cash in hand	729,708	621,265
Notice deposits (less than 3 months)	-	-
	729,708	621,265

Daybreak Family Group Conferences, Notes forming part of the financial statements | for the year ended 31st March 2025

1 | ACCOUNTING POLICIES

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

A | Accounting convention

These accounts have been prepared in accordance with FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”), “Accounting and Reporting by Charities” the Statement of Recommended Practice for charities applying FRS 102, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015. The charitable company is a Public Benefit Entity as defined by FRS 102.

The accounts are prepared in sterling (GBP), which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

B | Company Status

The Charity is a private limited company limited by guarantee incorporated in England and Wales. The members of the company are the Trustees named on page 60. 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 registered office of the Charity is detailed on page 60.

C | Going concern

Working in a sector where funding continues to be tight, Daybreak continue to apply for alternative sources of funding and reduce costs where necessary. This will enable the charitable company to continue to provide Local Authorities with the best possible service with the limited funds available.

At the time of approving the accounts, the Trustees have a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. Thus, the charitable company continues to adopt the going concern basis of accounting in preparing the accounts.

D | Fund Accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the accounts.

Restricted funds are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Daybreak Family Group Conferences, Notes forming part of the financial statements | for the year ended 31st March 2025

E | Incoming Resources

All incoming resources are recognised when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Grants, including Government Grants and contracts, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Incoming resources from grants, including government grants and contracts, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

Income is deferred when the monies being paid over are specifically designated for a future time period.

Donated services and facilities are included at the value to the charity where this can be quantified. No amounts are included in the financial statements for services donated by volunteers.

Investment income is included when receivable.

F | Resources Expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.

Costs of generating funds comprise the costs associated with submitting applications for new funding.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All costs are allocated between the expenditure categories of the Statement of Financial Activities (SOFA) on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly with the exception of the cost of fund raising which has been split as a percentage of the general staff costs and expenses within the Support Costs category. Organisational overheads are allocated directly to an overhead cost centre. The individual projects make a contribution to cover these costs by way of a transfer. The details are set out in note 6.

G | Tangible Fixed Assets

Tangible fixed assets are stated at cost less accumulated depreciation. Assets costing less than £500 are not capitalised. Depreciation is provided at rates calculated to write off the cost of each asset on a straight line basis over its expected useful economic life which in all cases is estimated at 3 years.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

Daybreak Family Group Conferences, Notes forming part of the financial statements | for the year ended 31st March 2025

H | Impairment

At each reporting end date, the charitable company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

I | Debtors

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

J | Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

K | Creditors

Creditors are recognised 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. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

L | Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

M | Basic financial assets

Basic financial assets, which include debtors, cash and bank balances, are initially measured at transaction price including transaction costs. These are subsequently carried at amortised cost using the effective interest method, unless the arrangement constitutes a financing transaction. Where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

N | Basis financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financial transaction. Where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Daybreak Family Group Conferences, Notes forming part of the financial statements | for the year ended 31st March 2025

O | Pension Costs

The Charity contributes to either an employee’s individual pension plan or to a stakeholder pension scheme which Daybreak administers on behalf of its employees. Expenditure is charged on an accruals basis in accordance with the employee’s contract of employment.

P | Operating Leases

Rentals payable under operating leases are charged against income on a straight line basis over the period of the lease.

Q | Provisions

Provisions are recognised when the charitable company has a legal or constructive present obligation as a result of a past event, it is probable that the charitable company will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation.

Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value the unwinding of the discount is recognised as a finance cost in net income/(expenditure) in the period it arises.

R | Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee’s services are received.

Termination benefits are recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 | ESTIMATES AND JUDGEMENTS

In the application of the charitable company’s accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

There were no key estimates or judgements that would materially affect the accounts.

Daybreak Family Group Conferences, Notes forming part of the financial statements | for the year ended 31st March 2025

	2025 £	2024 £
3 GRANTS AND CONTRACTS		
Income arising from the provision of Family Group Conferences and related activities	926,498	693,283
Represented by:		
Restricted Income	389,543	73,756
Unrestricted Income	536,955	619,527
4 INVESTMENT INCOME		
Interest received	27,482	26,767
<i>Investment income was unrestricted in both current and prior years</i>		
5 GOVERNMENT GRANTS		
Deferred Income b/fwd	-	-
Income received from Government Grants	-	15,000
Amount released to income	-	(15,000)
Deferred Income c/fwd	-	-
<i>This Grant is from Reading Borough Council for a pilot with the Royal Berkshire Hospital Discharge Team, this is part of the discharge pathway planning to prevent readmission.</i>		

Daybreak Family Group Conferences, Notes forming part of the financial statements | for the year ended 31st March 2025

	2025 £	2024 £
6 TOTAL RESOURCES EXPENDED		
Costs directly allocated to activities		
Staff costs and expenses	367,861	217,297
Cost of family meetings	258,497	331,897
Evaluation and research	-	-
Office costs	4,522	4,522
Audit fees	10,656	9,241
Trustee & regulatory	265	214
Support costs to which the projects make a contribution		
General staff costs & expenses	239,796	230,523
Office costs	49,198	41,310
Legal & professional	5,251	7,189
Bank charges	2,201	2,370
Insurance	2,334	2,247
Depreciation	127	-
Total Resources expended	940,709	846,810
Represented by:		
Restricted Expenditure	303,878	58,756
Unrestricted Expenditure	636,831	788,054
	940,709	846,810

Daybreak Family Group Conferences, Notes forming part of the financial statements
for the year ended 31st March 2025

	2025 £	2024 £
7 NET INCOMING RESOURCES FOR THE YEAR		
Total Resources expended include:		
Auditors' Fees:		
Audit	10,656	9,241
Other Services	-	1,656
Depreciation	127	-
8 STAFF COSTS		
Wages and Salaries	525,424	383,874
Social Security costs	50,152	33,033
Pension costs	28,647	24,987
Total	604,223	441,894

Total remuneration and benefits of Key Management Personnel was £229,101 (2024 £201,501). One employee received emoluments of £60,000 to £70,000 p.a.

The average monthly number of employees during the year was 18 (2024 - 14).

	2025	2024
Full Time Staff	7	6
Part Time Staff	11	8
Full Time Equivalents	15	11

Retirement benefit schemes

Defined contribution schemes

The charitable company operates a defined pension scheme for all qualifying employees.

The assets of the scheme are held separately from those of the charitable company in an independently administered fund.

The charge to income and expenditure in respect of defined contribution schemes is £28,647 (2024 - £24,987) of these £3,831 (2024 - £2,985) contributions are unpaid as at the balance sheet date.

Daybreak Family Group Conferences, Notes forming part of the financial statements | for the year ended 31st March 2025

9 | TRUSTEE REMUNERATION & RELATED PARTY TRANSACTIONS

There are no related party transactions in the year. No Trustees received any remuneration during the year whilst in office (2024 - £nil). No Trustees (2024: One trustee, £225, for travel and accommodation expenses) were reimbursed expenses during the year. No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity.

	Project and Office Equipment £	Software Development £	Total £
10 TANGIBLE FIXED ASSETS			
Cost			
At 1st April 2024	9,669	21,060	30,729
Additions	573	-	573
Disposals	-	-	-
At 31st March 2025	10,242	21,060	31,302
Depreciation			
At 1st April 2024	9,669	21,060	30,729
Charge for year	127	-	127
Disposals	-	-	-
At 31st March 2025	9,796	21,060	30,856
Net Book Value			
At 31st March 2024	-	-	-
At 31st March 2025	446	-	446

Daybreak Family Group Conferences, Notes forming part of the financial statements
for the year ended 31st March 2025

	2025 £	2024 £
11 DEBTORS		
Grants & Contracts Receivable	75,266	146,986
Prepayments and accrued income	76,093	37,188
Total	151,359	184,174
12 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR		
Trade Creditors	16,244	20,881
Taxation and Social Security costs	10,002	8,868
Net Obligations under hire purchase contracts	5,933	2,400
Other creditors	5,459	4,701
Accruals and deferred income	200,663	134,217
Total	238,301	171,067
13 DEFERRED INCOME		
Balance as at 1 st April 2024	86,103	
Amounts released to incoming resources	(86,103)	
Amounts deferred in year	80,045	
Balance as at 31 st March 2025	80,045	

Daybreak Family Group Conferences, Notes forming part of the financial statements
for the year ended 31st March 2025

	2025 £	2024 £
14 CREDITORS: AMOUNTS FALLING DUE MORE THAN ONE YEAR (Net obligations under hire purchase contracts)		
Repayable within one year	5,933	2,400
Repayable within one and five years	-	4,432
Sub Total	5,933	6,832
Included in liabilities falling due within one year	(5,933)	(2,400)
Total	-	4,432
15 FINANCIAL COMMITMENTS (At 31 March 2025, the charitable company was committed to making the following payments under non-cancellable operating leases.)		
Operating leases which expire:		
Less than 1 year	15,514	2,400
Between 2 and 5 years	958	2,008
Over 5 years	-	2,424
Total	16,472	6,832

Daybreak Family Group Conferences, Notes forming part of the financial statements | for the year ended 31st March 2025

	Notes	At 1st April 2024 £	Income £	Expenditure £	Transfers £	At 31st March 2025 £
16 MOVEMENT OF FUNDS						
Restricted Funds:						
Government Grants	16.1	15,000	-	(9,400)	-	5,600
Lifelong Links	16.2	-	289,630	(289,630)	-	-
Dorset FNM	16.3	-	50,000	(4,776)	-	45,224
Dragonfly	16.4	-	49,913	(72)	-	49,841
Total Restricted Funds		15,000	389,543	(303,878)	-	100,665
Unrestricted Funds		614,941	564,437	(636,831)	(81,000)	461,547
Designated Funds		-	-	-		
Dragonfly	16.4				81,000	81,000
Total Funds		629,941	953,980	(940,709)	-	643,212
	Notes	At 1st April 2023 £	Income £	Expenditure £	Transfers £	At 31st March 2024 £
Restricted Funds:						
Government Grants	16.1	-	15,000	-	-	15,000
Lifelong Links	16.2	-	58,756	(58,756)	-	-
Total Restricted Funds			73,756	(58,756)	-	15,000
Unrestricted Funds		756,701	646,294	(788,054)	-	614,941
Designated Funds		-	-	-	-	-
Total Funds		756,701	720,050	(846,810)		629,941

Daybreak Family Group Conferences, Notes forming part of the financial statements | for the year ended 31st March 2025

16 | MOVEMENT OF FUNDS cont.

- 16.1 Grant from Reading Borough Council for a pilot with the Royal Berkshire Hospital Discharge Team, this is part of the discharge pathway planning to prevent readmissions.
- 16.2 Funding for Lifelong Links projects in Portsmouth and Wiltshire to work with children in care to reconnect them with people who can offer them support.
- 16.3 Funding from Dorset County Council to provide Family Network Meeting in the community.
- 16.4 Dragonfly - Helping families in Portsmouth with children aged 0-11 to plan positive ways forward.

	Unrestricted Funds £	Restricted Funds £	Total £
17 ANALYSIS OF NET ASSETS BETWEEN FUNDS			
Fund balances at 31st March 2025 are represented by:			
Tangible Fixed Assets	446	-	446
Net Current Assets	542,101	100,665	642,766
Creditors due after more than one year	-	-	-
Total Net Assets	542,547	100,665	643,212
Fund balances at 31st March 2024 are represented by:			
Tangible Fixed Assets	-	-	-
Net Current Assets	619,373	15,000	634,373
Creditors due after more than one year	(4,432)	-	(4,432)
Total Net Assets	614,941	15,000	629,941



Legal & Administrative Information

Board of Trustees

Chair	Eleanor Emuss
Treasurer	Geoffrey Millard <i>Resigned 30/10/2024</i> Julian Bennett <i>Appointed 29/01/2025</i>
Vice Chair	Donna Hill Vic Stenning <i>Resigned 30/10/2024</i> Henrietta Lacey-Gutsell Tutu Ariyo Wendy Eves Ryan Fuller <i>Appointed 30/10/2024</i>
Secretary	Andrew Pease

Senior Leadership Team

CEO	Debbie Burns
COO	Karen Brown <i>To 25/10/2024</i>
Director of Services*	Claire Cooper <i>From 15/10/2024</i>
Finance Manager	Andrew Pease
Office & Impact	
Data Manager	Anna Coad
Fundraising & Marketing Manager	Jessica Clasby-Monk <i>From 01/10/2024</i>

*COO role become Director of Services

Registered Office

Address	Regus Cumberland House 15-17 Cumberland Place SOUTHAMPTON SO15 2BG
Tel	02380 696644
Email	headoffice@daybreakfgc.org.uk
Charity Number	1077607
Company Number	3780726

Registered Auditors

Name	Knight Goodhead
Address	7 Bournemouth Rd Chandler's Ford Eastleigh SO53 3DA

Bankers

Name	Lloyds Bank
Address	Eastleigh Branch PO Box 1000 Hampshire BX1 1LT