



# Children and Families Across Borders (CFAB)

Annual Report and Accounts 2020/2021

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# CFAB

protecting **CHILDREN** and  
uniting **FAMILIES ACROSS BORDERS**

Charity Registration No: 1085541

Company Registration No: 04025539





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# Message from our Chair

**Founded 65 years ago, in the aftermath of the Second World War, Children and Families Across Borders (CFAB) has experienced its fair share of seismic global changes.**

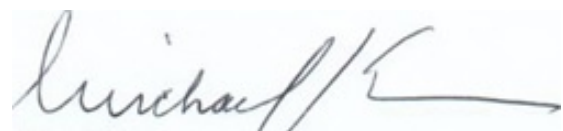
Yet this year has been unprecedented in many ways; the impact of the global pandemic has been felt in every aspect of CFAB's work, and the UK's departure from the European Union in January 2021 will have long-term ramifications. As Chair of CFAB, I have had the privilege of working alongside our Board and our small professional team of staff and international social workers to meet these challenges.

This year has shown that, now more than ever, CFAB's work is vital to ensure vulnerable children and families who are separated across international borders are given care and protection. As the only UK member of the International Social Service organisation, we have a unique international reach to our ISS partners in over 130 countries, enabling us to reunite families where others can't. Our expertise allows us to be at the forefront of influencing policy domestically to help deliver best practice in the fields of international child protection and family reunification.



Looking forwards, it is hard to know what the future holds as the social consequences of the pandemic become clear. CFAB's vision remains the same: a world where the complexity of migration and international separation does not deny already vulnerable children the right to care, protection and a safe family environment. In the year to come, we will continue to advocate for best practice in international kinship care by establishing a new international social work certificate programme for professionals to ensure all children have access to a safe home and their best possible chance in life. We will also be focusing on building the capacity of our international network, to ensure successful cooperation with UK child protection professionals, and will work towards better demonstrating and communicating the positive impact and long-term outcomes that we achieve. We will continue to drive policy change to protect the rights of children crossing borders and will strengthen our engagement and communication with our stakeholders.

I have been touched by the level of support CFAB has received during this difficult year. From everyone in the CFAB team, our volunteers and on behalf of the children we help, I would like to extend my sincere thank you to our Board of Trustees, our Patrons, and to all our supporters. Over the last six and a half decades we have protected the most vulnerable children through war, uprisings, and migration challenges. This year, your support has allowed CFAB to continue our vital work, through the unprecedented challenges of a global pandemic, in order to protect children, no matter where they are from.



**Michael Phair**

Chair of the Board of Trustees

# Welcome from our CEO

**Despite the unprecedented challenges that emerged in 2020, the year also marked CFAB's 65th anniversary. I am particularly proud to report on the significant impact that CFAB's work has had in ensuring that children who are separated from their families across international borders are given care and protection, no matter where they come from.**

Now more than ever, CFAB's unique expertise and services are invaluable. We are the only charity in the UK with a dedicated international social work team and we run the UK's only free Advice Line to provide guidance on a range of complex international child protection issues. As a result of the pandemic, we have seen casework rise by almost 30%, with cases becoming increasingly more complex. Our team has been able to provide expert support and guidance to social workers, the courts, the police, and other agencies on navigating cross-border cases in the context of a pandemic.

Our work has continued to raise awareness of international kinship care throughout this year. In November 2020, in collaboration with the Cross-Border Child Safeguarding Working Group and several Government departments, we were extremely proud to publish the International Kinship Care Guide. This comprehensive guide, the first of its kind, provides clear guidance to those responsible for reuniting children with extended family members in other countries.



At a national level, CFAB has made significant progress on raising awareness of the impact of the UK's departure from the EU on vulnerable children. We have produced in-depth resources for social workers on how the legal framework for care proceedings for children connected to the European Union has changed. At an international level, CFAB has strengthened our ties with several organisations to collectively address challenges facing child protection professionals around the world. CFAB is an active member of the International Social Service (ISS), which became an Accredited Commonwealth Organisation this year. I am delighted to have taken a new role as liaison between the two organisations, helping them collaborate more closely on our shared goals.

Additionally, as newly appointed Vice-Chair of the Global Social Service Workforce Alliance (the Alliance), CFAB is working ever more closely with the Alliance to strengthen social service infrastructure in every country.

CFAB continues to play a vital role in ensuring the safety and wellbeing of vulnerable children. Our team's expertise in the complex issues of international child protection means we are able to give children the best chance of being safely reunited with their families and enables to advocate on behalf of vulnerable children for their right to a safe home. I would particularly like to acknowledge Laura Bates, a secondee from the civil service, who helped us draft this report.

None of this essential work is possible without cooperation from local authorities, our national and international peers, and our ISS partners around the world. We extend our thanks to all those who have worked with us this year, and we look forward to our continuing partnership in the year to come.

A handwritten signature in black ink that reads "Carolyn Housman". The signature is written in a cursive, flowing style.

**Carolyn Housman**  
CEO

## Our Vision, Mission and Values

# Our Vision

A world where the complexity of migration and international separation does not deny already vulnerable children the right to care, protection and a safe family environment.

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# Our Mission

To use our expertise and experience to ensure vulnerable children and families who are separated across international borders are given care and protection, no matter where they come from. Where possible, we work to reunite families.

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# Our Values

## Professionalism

As the UK arm of the International Social Services Network, CFAB is part of a worldwide network of professionals working in 130 countries, allowing us to access expert support from around the world to protect children at risk. CFAB's team includes professionally qualified Social Workers and Case Workers specially trained to manage inter-country social work cases.

## Impartiality:

CFAB's work is grounded in the best interests of vulnerable children and adults and we defend and uphold their rights to protection, care and family life. CFAB does not have any political affiliation nor agenda. We work with local authorities, the courts, the police and other agencies to ensure that the protection and care of vulnerable children and adults is at the heart of decision-making.

## Respect:

CFAB ensures that children and vulnerable adults play a role in decisions that affect their lives. We value the role, expertise and experience of our overseas partners, without whom we could not effectively safeguard children and vulnerable adults. We recognise that the complexity of international social work demands we all work together to secure the best outcome possible for every beneficiary.

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# Our Year in Numbers



(2,440 children were helped through our Advice Line, and 370 children through our casework in 2019/20)



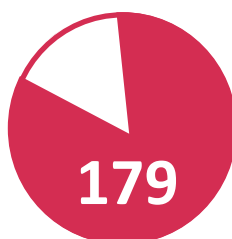
**We continued to expand our global network, working with partners in over 130 countries and forging 11 new partnerships in countries including Trinidad and Tobago, Sierra Leone and India.**

(In 2019/20 we created 10 new partnerships)



**We received 1,712 calls to our free national Advice Line.**

(1,683 in 2019/20)



**179 local authorities were given advice, representing over 80% of all local authorities in the UK.**

(173 local authorities in 2019/20)



**We received calls concerning 132 different countries last year.**

(136 countries in 2019/20)

**The top 3 concerns raised across Advice Line calls were:**

**Immigration**

**Domestic Violence**

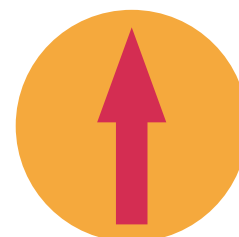
**Safeguarding children who have gone missing abroad**

(These were the same in 2019/20)



**We received referrals from local authorities (62%), NGOs (19%), ISS partners (18%) and solicitors (1%)**

(In 2019/20 they were from local authorities (64%), 21% ISS Partners, 13% NGOs, 1% solicitors and 1% other UK authorities)



**The need for our services continued to grow rapidly over the past year and our team of experts managed 318 new cases- that's a 25% increase from the year before.**

(We managed 255 cases in 2019/2020)

## Family Reunification Project:

62

**new families**

were welcomed  
onto the project

(We worked with 35  
families in 2019/2020)



**60% of young people were  
supported in registering for  
school and have been able to  
continue their education.**

(51% of young people in  
2019/20)



**31 families benefitted from a  
grant from the National Lottery  
Community Fund, in partnership  
with Barrow Cadbury Trust,  
which enabled CFAB to  
distribute laptops as well as  
masks and sanitiser during the  
national lockdown.**

(In 2019/20 this was £nil)



**60% of young people were  
provided with advice, guidance  
or emotional support on their  
entitlement to health services.**

(69% of young people  
in 2019/20)



**40% of families were  
supported in accessing  
more appropriate housing  
to accommodate the  
young people joining  
them in the UK.**

(62% of families  
in 2019/20)



**80% of carers received  
advice on applying for  
the welfare benefits that  
they are entitled to.**

(69% of carers  
in 2019/20)

## Training:

600  
**professionals**

attended our Esmée  
Fairbairn International  
Social Work Training  
between 2017  
and 2020







# Trustee Report for the year ended 31 March 2021

(incorporating directors' report)

# Our Objectives and Activities for the Year

In 2019, we consulted with staff, trustees, child protection professionals and service users to understand where we need to focus our efforts moving forward. In 2020, we set three strategic objectives in order to best fulfil our charitable mission. Below, we outline how we met objectives in the past year.

## Objective 1: Quality Kinship Care and Timely Protection Alerts

Over CFAB's 65 years in operation, we consistently have sought the best possible options for children on the move across international borders. CFAB's social work team has rich expertise in advising on cross-border aspects of child protection alerts and kinship assessments. However, inevitably there is a difference between social service practice in the UK and the equivalent overseas. Our objective has been to minimise differences, through producing training and guidance, introducing new quality assurance measures, and managing service users' expectations better. At the same time, we have continued to influence regulatory standards overseas and train up new partners who can meet UK specific requirements.

Supporting social workers to maintain a high quality of kinship care has been more important this year than ever before. COVID-19 has created unprecedented changes for social workers, with much of their work now being done remotely. CFAB was able to respond rapidly to the situation by publishing guidance on conducting overseas assessments in April 2020. This guidance supports social workers on a range of ethical and practical considerations when evaluating the viability of overseas family members to care for a child no longer with their parents.

In May 2020, CFAB expanded our response to the pandemic by launching a new service: Virtual Contact Supervision. This service was set up to help maintain the quality of contact that children have with non-resident family members. Supervised or supported contact is vital to many children's ability to maintain a relationship with family members. By providing this service virtually and in multiple languages, we aim to support children who might otherwise not have been able to maintain contact with a family member.

COVID-19 has not been the only significant change facing child protection professionals this year; the impact of the UK's departure from the EU will have long lasting ramifications. To ensure that children still receive the highest quality kinship care, CFAB produced in-depth resources for social workers on their role in the EU Settlement Scheme and well as training on how the legal framework around cross-border care proceedings for children connected to the European Union has changed with 1996 Hague Convention replacing Brussel IIa as a legal instrument for the UK to seek cross-border cooperation within Europe. As always, our dedicated social work team continues to provide advice and assistance to social workers seeking to place Looked After Children in the care of families in the EU. Our work supporting reunited asylum-seeking families in the UK has also seen a rise in requests for assistance, in anticipation of changes to the legislation governing asylum applications.

CFAB has been working to ensure statutory bodies are prepared for any impact on kinship care options for children of either the legislative changes created by the UK's departure from the EU or the challenges emerging from the EU Settlement Scheme. As Chair of the Cross-Border Child Safeguarding Working Group, CFAB's CEO has engaged with the Association of Directors of Children's Services, asking them to lay out their plan to ensure all local authorities support European children in care to regularise their status. CFAB has also been communicating with the Central Authorities in all four nations to offer our support as experts in processing cases under The Hague Convention 1996.

This year has also seen a landmark in our efforts to share best practice in the sector with the publishing of the International Kinship Care Guide. Produced in collaboration with the Cross Border Child Safeguarding (CBCS) Working Group, which includes a number of government departments, child protection agencies, and local authority social workers, this guide is the first of its kind to comprehensively address good practice for placing Looked After Children into the care of a family member who lives in another country. By providing local authorities with the tools and knowledge to explore overseas families as an option for permanent care, this guide helps to ensure a child's right to family is maintained and that any placement is in the best long-term interest for the child. The publishing of this guide has received positive coverage in trade press and has been promoted by the Chief Social Worker in England.

CFAB has continued to share our expertise on quality kinship care with our overseas partners this year. We have held a variety of training sessions on topics such as Life Story Work and Family Group Conferences that have been attended by our partners in at least 12 countries. This, coupled with the development of a new minimum standards assessment template, has allowed them to better understand and deliver against UK court requirements – ultimately increasing the chances that a child can remain with their family where it is in their best interest. Additionally, CFAB has developed new partnerships this year, both expanding our coverage in existing partner countries and establishing relationships in new countries, meaning more children are able to benefit from high quality assessments and services.

This has been a unique year for CFAB, given the rapidly changing global environment and we also marked our 65th anniversary as an organisation. We have continuously sought to improve the quality of services we deliver and to share our expertise with others and this will continue to guide us as we look ahead into the next year.

### Objective 2: Strengthening Stakeholder Engagement

Despite being a small charity, CFAB has a huge variety of influential stakeholders. This year we have focused our efforts on streamlining how we connect with different audiences. Our mission relies on awareness of best practice in cross-border casework and the support CFAB is able to provide. Our commitment to engaging with our stakeholders is stronger than ever.

A true highlight of the year was our largest ever International Child Protection conference. Held virtually in November 2020 and opened by the President of the Family Division of the High Court, we had 250 attendees from 10 countries listen to experts from Global ARRK, the IAC - Centre for Adoption, The Hague Permanent Bureau, the University of Kent and King's College London. The speakers covered a wealth of issues, including international kinship care, international child abduction, international surrogacy and international adoption. We were delighted to bring together a cross section of social workers, lawyers, judges and charities to raise awareness of key issues in international social work. The enthusiasm for these topics later led us to pilot our International Social Work Certificate training programme in 2021.

CFAB is also continuing to take a strong lead in engagement at an international level. CFAB's CEO attended the International Council meeting of the ISS, which involves delegates from over 40 countries to address key issues of governance in this long-established network. The ISS network has recently become an accredited member of the Commonwealth. CFAB's CEO has become the lead liaison with London HQ and has met with the lead Strategy, Portfolio, Partnerships and Digital Division of the Commonwealth to discuss greater collaboration. Additionally, our CEO has become the Vice-Chair of the Global Social Service Workforce Alliance, which works to support the development of a robust social service infrastructure worldwide. These forums provide new opportunities for CFAB to engage our international stakeholders and to work more closely with partners to address cross-border child protection issues on a global stage.

The last year has also seen CFAB expand our engagement with key stakeholders in the UK. In particular, the role of the Cross-Border Child Safeguarding Working Group has been invaluable. This forum has allowed us to have meaningful discussions on child protection issues with representatives of the Department for Education, the Ministry of Justice, the Foreign Commonwealth and Development Office, Border Force, the Children's Commissioner, and others. This year, for the first time, the joint heads of ICACU attended the working group, signalling its growing importance within the field. Given its ongoing success, this year we widened the scope of the group to include NGO peers and consular offices, which has given CFAB a forum to share information with these crucial stakeholders.



CFAB has also been engaging with our stakeholders individually to further develop relationships and explore ideas for collaboration to strengthen our services. CFAB's Chairman and CEO met with the Director of the Serious and Organised Crime Group of the Home Office to discuss how CFAB can assist Home Office on child protection issues. They were joined by a range of representatives from the Children's Champion team, the Family Reunification team, the Child Sexual Exploitation team and the Modern Slavery team. In December 2020, CFAB also wrote to the English, Welsh and Scottish Central Authorities to offer support and to share the International Kinship Care Guide.

Our efforts in stakeholder engagement have also led to some exciting new opportunities for CFAB. Following a meeting with The Rt Hon Sir Iain Duncan Smith MP in September 2020 where he expressed interest in a parliamentary debate, CFAB began a collaboration with the Centre for Social Justice (CSJ) to produce a paper on the unregulated and unmonitored placement of children with family overseas. By working with the CSJ, CFAB has been able to increase awareness of the fact that children placed overseas are often left unsupported, leading to placement breakdowns. When the paper is published in the upcoming year, CFAB will engage with a variety of parliamentary stakeholders to lobby for changes to the support given to children placed abroad. By building relationships with organisations such as the CSJ and with individual parliamentarians, CFAB can affect significant changes to how children moving across borders are protected.

This year has also seen CFAB contribute to a variety of important initiatives led by our peers in the sector. Not only has this strengthened our relationship with other organisations, it has also provided a platform for CFAB to raise awareness of cross-border children and family cases with a much wider audience. In particular, CFAB has collaborated on the International Organisation for Migrations' work on The Experiences of Families of Missing Migrants in the UK. ISS-USA also conducted research on virtual assessments, with which CFAB was able to assist. Closer to home, Community Care, a UK social work news organisation, produced research on information needs and challenges which includes insight from the CFAB team. CFAB has also benefited from participation in the Esmée Fairbairn Leaving Care Learning Programme, which brings together a variety of organisations funded by the Esmée Fairbairn Foundation to reflect and learn from each other's practice.



## Trustees report for the year ended 31 March 2021 (incorporating directors' report) (continued)

CFAB has continued to make efforts to increase the awareness of our work among social workers, to ensure that all social workers across the UK are able to benefit from CFAB's expertise and that they understand the services CFAB offers. CFAB has visited local authorities across the UK, from North Lanarkshire to Kent, to explain our work to their front-line teams. Our social work team has also been sharing their expertise to a very wide audience through the Community Care website, where we have published two articles on international social work. CFAB gave a seminar at Community Care Live, which is attended by social workers, local authority directors and other practitioners. CFAB has also explored new avenues to introduce its work to stakeholders. This year, members of the team have attended University of Kent Centre for Child Protection's learning day, Guildhall Female Leaders Group Workshop and Frontline's Coffee Break event. These opportunities have played an important role in helping us enhance CFAB's reputation and further publicising our work.

None of this would have been possible without the hard work of the whole CFAB team. Staff are, of course, one of CFAB's most important stakeholder groups. CFAB has worked to support its staff throughout this difficult period, particularly in the transition to healthy home working. Our team also organised internal trainings that have covered a variety of topics, including resilience and unconscious bias.

The Esmée Fairbairn Foundation generously agreed to support a new role at CFAB, enabling us to recruit a new Policy and Public Affairs Manager in October 2020 who has been leading our engagement with statutory bodies, particularly through the Cross Border Child Protection Working Group. CFAB has also welcomed a Deputy CEO this year who has taken the lead on strengthening our stakeholder relations across the board. These two new roles have enabled CFAB to set a clearer strategic direction for our stakeholder engagement, meaning we can focus our efforts on communicating with those audiences who are best placed to help CFAB fulfil its mission.

Despite contending with unprecedented circumstances, CFAB has continued to strengthen its stakeholder relations this year. Our team has engaged with a huge variety of individuals and organisations to advocate for the rights of children, share best practice and continue supporting families separated by international borders.

### Objective 3: Quantifying our Impact

This year we have made significant progress in instilling an impact-orientated culture within CFAB. The impact of our work on the end-user has been placed at the heart of our service development, whether when collecting feedback from users, considering improvements to our current services or designing new services. This focus on evidencing our impact means CFAB can continue to innovate in a way that will deliver maximum positive benefit to those we seek to support.

The entire staff at CFAB has been involved in the effort to improve how we quantify our impact. Two of our staff members from the fundraising and social work teams became our Impact Champions. They worked hard this year to implement better collection and analysis of data to better demonstrate our outcomes. CFAB was also fortunate to secure funding from The Rank Foundation's Time to Shine Programme which enabled us to appoint a new Impact and Evaluation Officer for a 12-month internship which started in January 2021. The role will be instrumental in helping us to expand our data collection and better communicate our impact to all our stakeholders.

CFAB has also considered its overall approach to impact; going beyond our vision and mission to understand how the organisation seeks to create change in children's lives. Our team, supported by a civil service secondee and our volunteers, have worked to map our input, output, and outcomes to better understand how CFAB aims to achieve change. From this, we have also developed a Theory of Change model, which traces our impact through short-, medium- and long-term outcomes, providing a framework against which we can quantify CFAB's impact.

As well as allowing us to develop and refine our services for children, our continued development of our impact measurements will also enable us to better evidence the benefits of our work and strengthen our case for support to all our stakeholders – statutory and supporters alike.

## How Our Activities Delivered Public Benefit

Having carefully considered the Charity Commission guidance on public benefit, in 2020/2021, CFAB has succeeded in:

1

Providing specialist services to benefit vulnerable children through our free Advice Line and specialist casework services as well as project work with local authorities on specific issues like postplacement support.

We estimate 2,400 children were helped through our free Advice Line and 439 children through our casework. (2,440 children were helped through our Advice Line, and 370 children through our casework in 2019/20)

2

Delivering a unique international social work training and development programme to build capacity in social work teams and other professionals.

Out of the 600 professionals who attended our Esmée Fairbairn-funded International Social Work training, 99% of delegates said they would recommend the course to colleagues; 99% said it would have an impact on their work with children, young people and their families and 98% said it had increased their confidence in dealing with cases with an international element. This year CFAB has worked to expand the reach of our training, developing into virtual training to make it more accessible, as well as presenting it on the nationwide platform of a prestigious Community Care.

3

Influencing policy on international child protection issues and international kinship placement, providing expert advice and guidance to local authorities and central government, and participating in government working groups.

In order to raise awareness of our International Kinship Care Guide, we promoted it to over 7,000 social workers and over 200 lawyers. It was also featured by trade press publications such as Family Law Week and Children England.

## The Challenges We Encounter in Our Work

This year has been uniquely challenging for CFAB. The global pandemic has created significant complications for the organisation and the UK's exit from the EU has had a profound impact on the environment in which we work.

At an operational level, the impact of COVID-19 has been significant. There has been increased demand for our services and the pandemic has made addressing these cases more complex and time-consuming. It has also led to much more work being conducted virtually, which comes with its own challenges. CFAB issued interim advice at the beginning of the pandemic to address this and then launched a new Virtual Contact Supervision service to support families who have been separated by borders and have not been able to have direct contact due to COVID-19. These additional issues have compounded existing challenges such as a lack of awareness and a lack of common policies and procedures around overseas kinship placements and the difficulties of navigating cultural sensitivities and varying regulations.

At a strategic level, the implications of the UK's exit from the EU have been an ongoing challenge. The UK's exit from the Brussels IIa Regulation and The Dublin Agreements have significant implications for cross-border cases.

There are also a large number of Looked After Children who have not applied for the EU Settlement Scheme which will leave many at risk of losing their settlement status.

CFAB has provided advice and training to caseworkers affected by these issues and has also engaged with a wide range of stakeholders to support the transition to new ways of working.

At a financial level, COVID-19 has meant that one of our key sources of funding, fundraising events, have not been possible. While this has been a challenge to our financial position, CFAB has successfully secured funding from a number of sources offering emergency core funding to support organisations during the pandemic.



## Our Future Plans

CFAB will be continuing to work towards the three strategic goals that we identified for the period 2020-2022:

### Quality Kinship Care, Timely Protection Alerts

CFAB will be focusing on establishing an International Social Work accreditation programme for social workers, as well developing a robust suite of tools to support our overseas service providers to support the delivery of quality kinship assessment and placement support.

We will also begin providing international legal advice to ensure the best intentions for children are reflected legally when they arrive in destination countries. Too often local authorities struggle to find high quality legal support and there is a significant lack of legal understanding of what happens when children are placed with relatives overseas and how best to support families outside of a UK jurisdiction.

An external audit will take place in Autumn 2021 which will ensure both that we continue to deliver a valued service to those most in need and that we have the right systems in place to enable staff to work to our service standards and data protection policy and procedures.

### Strengthening Stakeholder Engagement

In the next year, CFAB will be working to strengthen engagement with local authorities to grow income. We will also communicate with budget holders more regularly to achieve strict cost control – essential for any charity given the continued economic uncertainty. CFAB's messaging will also be updated, particularly on our website to ensure clarity on our services, Advice Line and projects.

This will ensure service users quickly receive the most appropriate support. Finally, we will work with staff, one of CFAB's key stakeholders, to create a healthy work-life balance and will incorporate good working practices into our office move in 2021.

### Quantifying our Impact

The focus for CFAB in the upcoming year will be to deliver research that will highlight our unique expertise and that will influence relevant policies and improve practice of social workers. CFAB will also create an impact report that will inform and inspire our stakeholders to continue and extend their support to CFAB.

## Financial Review

At the end of the reporting year, CFAB achieved a surplus of £292,969, 2020: deficit of (£54,573).

Earned income in the form of casework/membership fees/training constitutes 34%, of the charity's income, 2020: 59%. Cash generated is also positive with cash-flows of £326,950, 2020: £9,544.

Despite the many challenges of the reporting year, we received £501,000 of voluntary income (from Trusts and Foundations), (£258,000 above budget) and £318,000 of earned income (£28,000 above budget). We have achieved £38,000 of savings in both direct and indirect costs. Our diligent staff have helped ensure our ongoing financial strength.

We close the financial year with reserves at nine months operating costs.

In order to manage our financial sustainability, CFAB will continue its efforts to work with local authorities to develop earned income for services provided, in particular with a greater emphasis on membership in order to provide steady income. We are also trialling new services which will help to diversify our earned income.

With regards to our voluntary income, we are continuing with our efforts to diversify our income streams. We are submitting targeted high quality funding bids and improving our relationship with donors and prospects.

As with many charities of our size, financial sustainability can be a struggle in uncertain times. However, we are confident we remain a going concern in the short- and long-terms.

### Designated Funds

Trustees have set aside £50,000 of unrestricted funds for business continuity. This fund makes up part of the total free reserves and remains unused in the year.

### Reserves Policy

The trustees have decided that it is appropriate to set a minimum level of free reserves to cover known wind-up costs and so that we can respond to risks that are likely to require a period of adjustment or take action to capitalise quickly on major unforeseen and strategic opportunities. This is particularly important given the uncertainty caused by the COVID-19 pandemic. Our current assessment of the reserves we require is the equivalent of six months' planned expenditure. These Reserves are necessary to manage day to day operating risks, providing cash flow, creating a "buffer" against any mismatch in timing between income and expenditure, and ensuring funds are reasonably available for day to day management. The current level of reserves exceeds our six months' expenditure, however it is anticipated that these 'free' reserves will be used to invest in our 2021/2022 growth in response to demand caused by the pandemic and the refugee crisis in Afghanistan. The reserves policy will be kept under review and reserve levels adjusted as perceptions of risk and other factors change.

## Fundraising

Legislation defines fundraising as "soliciting or otherwise procuring money or other property for charitable purposes". Though CFAB does not undertake widespread fundraising from the general public, our team has focused on securing grants from Trusts and Foundations and major gifts from individual supporters. Such amounts receivable are presented in our accounts as "Donations and legacies" and are all voluntary in nature.

This year saw a high level of success from CFAB's funding applications to trusts and foundations. Two staff positions were funded by the Rank Foundation and the Esmée Fairbairn Foundation and we also benefited from the generosity of the AB Trust and the Schroder Foundation. Our Advice Line this year was supported by funding secured from the National Lottery and the Home Office.

To help us adapt to the changing needs of vulnerable families during the pandemic, CFAB received a grant from the Barrow Cadbury Foundation for families we help through our Family Reunification Project. This allowed us to distribute much needed items such as laptops, puzzles, games, books, winter duvets and COVID-19 hygiene kits.

## Trustees report for the year ended 31 March 2021 (incorporating directors' report) (continued)

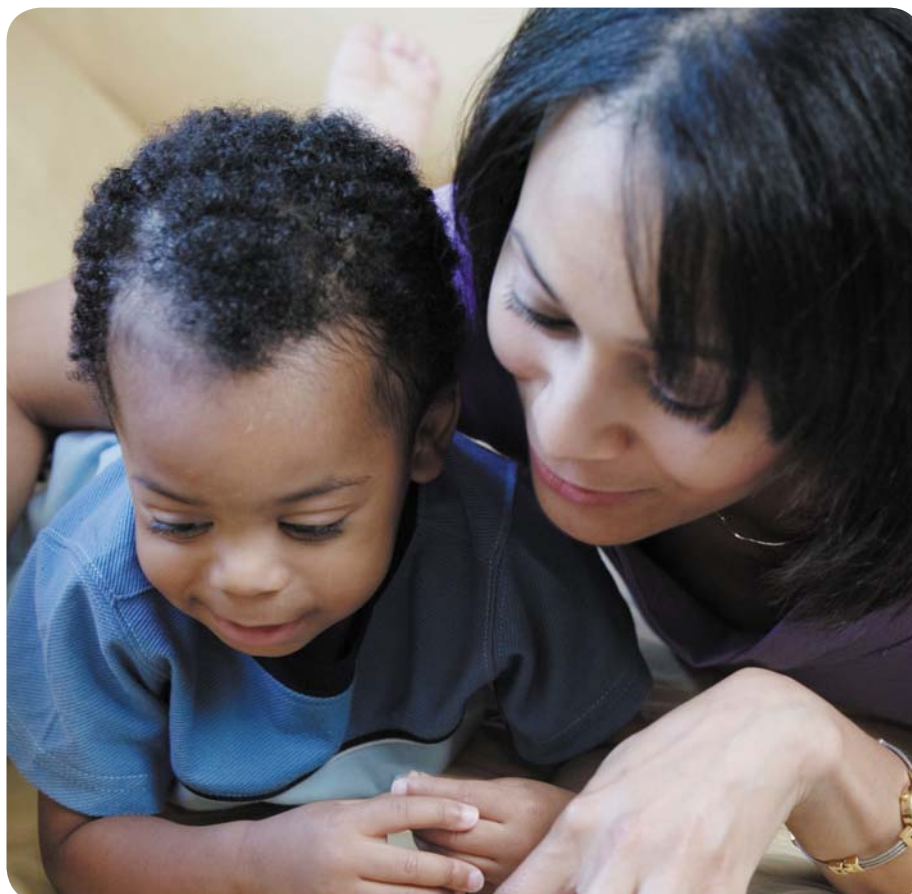
The pandemic has meant that CFAB's usual fundraising activities have been disrupted. We were not able to celebrate our 65th anniversary at our annual Golf Event or International Child Protection Dinner. However, we were able to adapt by hosting two successful virtual fundraising events. In December 2020, we held an online auction with our corporate supporter, Intel. CFAB also hosted a virtual champagne tasting sponsored by Moët Hennessy. Guests were sent gift boxes containing three types of champagne and led through a tasting session by oenologists from Veuve Clicquot. In December 2020, we were also very pleased to raise £20,000 through our Big Give Christmas Challenge campaign which included a matched donation from the Dulverton Trust.

In relation to the above we confirm that all solicitations are managed internally, without involvement of commercial participators or professional fundraisers, or third parties. The day-to-day management of all income generation is delegated to the Executive Team, which is accountable to the Trustees. Although CFAB is not required to be bound by any regulatory scheme, the charity complies with the relevant codes of practice. We have received no complaints in relation to fundraising activities (2019 –none). Our terms of employment require staff to behave reasonably at all times; as we do not widely approach individuals for funds, we do not specify such terms to fundraising activities and nor do we consider it necessary to design specific procedures to monitor such activities. CFAB is registered with the Fundraising Regulator.

## Looking Ahead

CFAB's mission remains the same: to use our expertise and experience to ensure vulnerable children and families who are separated across international borders are given care and protection, no matter where they come from. As we look ahead to the upcoming year, we reaffirm our commitment to protecting the most vulnerable children and ensure their right to a family life is upheld. For the year 2021/22 our strategic objectives will remain the same; we will be focusing our efforts on ensuring quality kinship care, improving our stakeholder engagement, and quantifying our impact through the activities outlined above in Our Future Plans.

Plans are in place to move to a flexible mix of office- and home-based working. Staff have access to our offices and we are aiming to move to a new working pattern by the autumn, depending on Government guidance. As we move into the second year of the global pandemic, we will continue to evaluate how we can best help the children we support and how we adapt to the unique challenges of this period.





# Structure Governance and Management

Part of our objectives includes ensuring our governance framework is robust and enables us to achieve our mission. This section explains how we achieve this.

## Governing Document

CFAB is registered in England and Wales as a charitable company limited by guarantee. It is registered with Companies House (number 04025539) and the Charity Commission (number 1085541). The activities of the company and certain governance rules are laid out in the Memorandum and Articles of Association. The Board of Trustees, who in turn delegate day to day management to the Chief Executive Officer, govern the Charity.

## Recruitment and Appointment of the Board

CFAB's Articles of Association permit it to have a "maximum of sixteen" Trustees. The Board does not see the number as a target, and in accordance with the Charity Commission agrees only to have the number of Trustees needed to fulfil their duties to the charity, with a minimum of four. This must include three officers: Chair, Vice Chair, and Treasurer. CFAB also includes the President as an officer. The Board is responsible for assessing skills gaps and seeking to identify the profile of Trustees which would best serve the organisation's needs as vacancies become available. The role of a Trustee is open to anyone who has the required skills or can add value. In the interests of transparency and diversity, the Board may advertise all Trusteeships via traditional or social media, Trustee recruitment websites, or by sharing the advertisement with suggested candidates who meet the skills required. In light of the Black Lives Matter movement and our reflections on CFAB diversity, we are considering additional ways CFAB can be more inclusive at Board level. Prospective Trustees are asked to submit their CV to the full Board for its consideration and eventual approval of the appointment. All Trustees participate in a structured induction so they can fulfil their role effectively. Trustees are not paid.

## Board Induction and Training

As part of their selection and subsequent induction, our potential/new Board members are invited to meet our Chief Executive, Chairman and other Trustees to talk through the role and responsibilities of Trustees, the work of the charity and its governance structures. New Board members are given our organisational strategy and other information including promotional materials and funder reports. They will also attend a half-day induction with senior management team members and participate in our weekly allocation of cases meeting, to ensure familiarity with the core content of our work. Board members are invited to attend the charity's events and receive updates on the charity's work via the Chief Executive's report which is presented as a key agenda item at each Board meeting.

## Management Framework

The Board is responsible for ensuring good governance across CFAB. It appoints and provides line management and advice to the Chief Executive as necessary.

It provides strategic guidance to the senior management team to fulfil their role and to the Chief Executive to take full operational responsibility for the running of the organisation.

The Board takes advice from the Chief Executive and has such oversight as is necessary to approve and make decisions, including in relation to key issues such as: review and approval of the strategic plan; horizon scanning and management of risk; approval of the annual budget; approval of any exceptional expenditure or loans; performance measurement of operations; revision of CFAB's core mission; any proposed changes to name or branding; the establishment of strategic alliances; major structural changes; input to the appointment of Senior Management Team, in partnership with the Chief Executive.

The Board delegates authority to the Chief Executive for all operational matters and the management of the charity, and for such strategic issues as are delegated by the Board to the Chief Executive. The Chief Executive is required to provide regular, comprehensive updates to the Board regarding: progress in delivering organisational strategy and core services; financial health of the organisation; key operational matters and staffing changes; key changes to the external environment including risks, opportunities and threats which may have a bearing on CFAB's ability to deliver its core mission.

The Board meets four times a year. There are separate meetings of Board sub-committees, generally four times per year and held one month before the full Board meeting. The Board reviews the major risks to which the charity is exposed on a quarterly basis. Identified risks fall broadly into three categories: operations, finance and reputation. The Board has established procedures to mitigate these as far as possible. Whilst these procedures can mitigate major risks, the Board is aware that systems can only provide reasonable – and not absolute – assurance that key risks have been adequately identified and managed. Internal control procedures are designed to highlight the progress made towards achieving our mission, to maintain expenditure within the limits of available income and to safeguard our assets.

The Finance and HR Group is responsible, on behalf of the Board, for oversight of good financial and governance management, including: monitoring of financial targets and performance; audit oversight; risk management oversight; assurance that financial planning and control processes are in place and being implemented in financial policies and controls operated by the staff team; assurance that HR policies and procedures are in place and being implemented. The Finance and HR Group also reviews the remuneration packages of senior management of the organisation.

The Policy and Practice Group is responsible, on behalf of the Board, for oversight of good policy in relation to the delivery of CFAB's core services and social work practice including: regular monitoring and evaluation to ensure quality of services; review quarterly statistics on service provision and service users' feedback; consideration of charity impact; periodic review of Social Work policies.

The Marketing Group is responsible, on behalf of the Board, for oversight of CFAB's major communication channels and planned promotions. It has a particular focus on the business-to-business promotion of the charity to local authorities. The Voluntary Income Group is responsible, on behalf of the Board, for oversight of good policy as relates to the delivery of CFAB's fundraising work. It also oversees much of CFAB's event schedule, particularly when events relate to fundraising initiatives and profile-raising.

## Remuneration

The governing principles of the charity's remuneration policy are as follows, to ensure delivery of the charity's objectives:

- to attract and retain a motivated workforce with the skills and expertise necessary for organisational effectiveness;
- that remuneration should be equitable and coherent across the organisation;
- to take account of the purposes, aims and values of the Charity;
- to ensure that pay levels and pay increases are appropriate in the context of the interests of our beneficiaries.

All salaries are reviewed and benchmarked against comparable jobs at similar London based charities and general prevailing market rates. The General Pay Award is considered each year and is based on a range of indices such as Retail Price Index, Consumer Price Index and comparison to what others are doing in regards to salary rises in the third sector.

The senior management team sits within the framework of the salary structure as set out above. Remuneration for the year ended 31 March 2021 comprised salary and pension contributions. There are no other pecuniary benefits for senior or other staff at the Charity.

## Conflict of Interest

We keep a register of interests for all Trustees to pro-actively manage any conflicts of interest. Should they arise, the Trustee in question must reclude him- or herself from the discussion.



## Risk Management

Procedures are in place to ensure compliance with health and safety of staff, volunteers, and visitors to the organisation. CFAB has the appropriate level of insurance to meet its obligations with respect to employees and Trustees and otherwise has a Business Continuity Plan to cover extreme eventualities.

The Trustees assess three categories of major risk on a quarterly basis, these include: operational, financial, and reputational. The charity's key risks and mitigating actions include:

Type	Risk	Impact	Causes	Mitigating Action Taken
Operational	Inability to secure work overseas	Slow responses from ISS partners, poor communication, inability to complete some core work including family assessments. Significant reputational damage.	Weakness/absence of ISS partners and/or underdeveloped child protection systems in their countries.	We continue to work with the ISS network to improve existing partner services. We consider the use of virtual technology on a case by case basis.
Operational	CFAB role and status undermined by official 'competitor', ICACU.	Loss of clients, decrease in caseload leading to decrease in revenue. Inefficiencies as dual requests made to CFAB and ICACU on same case.	Increasing awareness amongst social workers of Government's own Central Authority on Hague 1996 Convention (ICACU) – which is official and provides free services. Some ISS partner countries will only deal with ICACU. Brussels II Recast enlarges the role of the central authority.	CEO met with stakeholders to understand actual timescale/quality of services from ICACU and is exploring ways to embed ourselves further with Ministry of Justice.
Financial	Events Fundraising fails to raise budgeted amount.	Loss of potential income. Impact on annual budget.	More event (and earned income) dependency due to loss of Govt.grant; reliance on events-fundraising with low ROI and dependency on small number donors.	We sent a COVID-19 emergency appeal to our supporters. We are negotiating rent/service charge and other contracts in order to ease cash flow. We are pursuing government support packages wherever possible.
Reputational	Data protection breach	Complaint, prosecution and/or reputational damage.	Weak IT systems, internal expertise, policy and controls	We have introduced two-factor authentication for access to our shared drive. We have segregated data onto three different drives. All computers (personal or CFAB) are remotely monitored by our IT contractors to ensure adequate anti-virus is in place and no malware is detected. We are seeking funds for additional CFAB laptops and enhanced security protocols.



## Charity Governance Code

The Charity Governance Code was published in July 2016. The Trustees are supportive of the Code and its aim to assist in the development of high standards of governance throughout the charity sector.

## Reference and Administrative Details for the year ended 31 March 2021

### Registered name of charity

Children and Families Across Borders

### Charity registration number

1085541

### Address of principal office

Children and Families Across Borders (CFAB)  
Victoria Charity Centre  
11 Belgrave Road  
London  
SW1V 1RB

### Company registration number

04025539

## Trustees

**Chair** Mr Michael Phair

**Vice Chair** Ms Anita Kara, BSc (Hons), MBA, MCIM, FRSA

**Treasurer** Mr Henok Yemane, FCCA, MBA

Mr Douglas Lewis CBE

Mr Christopher Hames QC

Dr David N. Jones, PhD, MA (Nottm) BA (Hons) (Oxon), CQSW, RSW

Mr Mark Tate, MA (Hons), Oxon, MCSI

Ms Carolina Marin Pedreno (resigned 1 October 2020)

Ms Victoria Mellor

Ms Angie Garvich

Ms Anna Nash

Mr Richard Morris MBE

Ms Cornelia Andreut

Ms Hilka Hollman (appointed 4 February 2021)

**Chief Executive** Ms Carolyn Housman

**Honorary positions** President Mr Douglas Lewis CBE

## Patrons

Royal Patron	Her Royal Highness Princess Alexandra
	Mrs Dalal Al-Duwaisan
	Sir Harvey McGrath
	Mrs Sarah Palmer
	Mr Steve Rider
	Mrs Monir Sattaripour
	Baroness Scotland, PC, QC

## Auditor

Price Bailey LLP  
24 Old Bond Street  
London  
W1S 4AP

## Solicitors

Paul Hastings (Europe) LLP  
100 Bishopsgate  
London  
EC2N 4AG

## Bankers

CAF Bank Ltd  
25 Kings Hill Avenue  
Kings Hill  
West Malling  
Kent  
ME19 4JQ

## Relationships

CFAB is the UK member of the International Social Service network.

## Statement of Trustees' Responsibilities for the year ended 31 March 2021

The Trustees (who are also directors of Children and Families Across Borders (CFAB) for the purposes of company law) are responsible for preparing the Trustees Annual 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 and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

1. **select suitable accounting policies and then apply them consistently;**
2. **observe the methods and principles in the Charities SORP 2019 FRS102;**
3. **make judgements and accounting estimates that are reasonable and prudent;**
4. **state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;**
5. **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.

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.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's independent examiners are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of the relevant information and to establish that the independent examiners are aware of that information. In preparing this report, the Trustees have taken advantage of small companies' exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the Trustees on 27.10.2021 and signed on its behalf, by:



**Michael Phair**  
Chair

# Independent Auditor's Report to the Trustees of CFAB

## Opinion

We have audited the financial statements of Children and Families Across Borders (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities incorporating the Income and Expenditure account, the Balance Sheet, the Statement of Cash Flows and the related notes to the financial statements, including 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 31 March 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;**
- **have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and**
- **have been prepared in accordance with the requirements of the Companies Act 2006.**

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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 other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.



## Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept by the charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; 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 exemptions in preparing the Trustees report and from the requirement to prepare a strategic report

## Other matters

The financial statements of Children & Families Across Borders for the year ended 31 March 2020 were not audited.

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, 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

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.

## Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the Charitable Company and the sector in which it operates and considered the risk of the Charitable Company not complying with the applicable laws and regulations including fraud in particular those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the Charitable Company this included compliance with the Charities Act 2011 and SORP 2019, GDPR, employment law, safeguarding and health and safety.

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

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, and made enquiries of management and officers of the Charitable Company. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustment for appropriateness. We evaluated the business rationale of significant transactions to identify large of unusual transactions and reviewed key authorisation procedures and decision-making processes for any unusual or one-off transactions.

We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates.

Because of the inherent limitations of an audit, there is the 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 involved intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at:

<https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>.

This description forms part of our auditor's report.

## Use of our report

This report is made solely to the charitable company's trustees, 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 and its 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's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



**Michael Cooper-Davis FCCA ACA (Senior Statutory Auditor)**

for and on behalf of  
**Price Bailey LLP**  
Chartered Accountants  
Statutory Auditors

24 Old Bond Street  
London  
W1S 4AP

Date: 10 November 2021



# Statement of Financial Activities

(Incorporating Income and Expenditure Account)

For the year ended 31 March 2021

		Unrestricted	Restricted	Total Funds 2021	Total Funds 2020
	Note	£	£		
<b>Income and endowments:</b>					
Donations and legacies	2	148,158	60,000	208,158	114,652
Charitable activities	3	495,955	383,737	879,692	547,950
Other trading activities	4	83,167	-	83,167	3,631
Investment income	5	973	-	973	1,759
Total		<u>728,253</u>	<u>443,737</u>	<u>1,171,990</u>	<u>667,992</u>
<b>Expenditure:</b>					
Raising funds	6	102,372	-	102,372	115,222
Charitable activities	7	360,346	416,304	776,650	607,343
Total expenditure		<u>462,718</u>	<u>416,304</u>	<u>879,022</u>	<u>722,565</u>
<b>Net income/ (expenditure)</b>		<u>265,535</u>	<u>27,433</u>	<u>292,968</u>	<u>54,573</u>
<b>Net movement in funds</b>		265,535	27,433	292,968	(54,573)
<b>Reconciliation of funds:</b>					
Total funds brought forward		386,179	168,051	554,230	608,803
<b>Total funds carried forward</b>		<u>651,714</u>	<u>195,484</u>	<u>847,198</u>	<u>554,230</u>

All income and expenditure has arisen from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 30-51 form part of these financial statements.



# Balance Sheet as at 31 March 2021

(Company No: 04025539)

		2021		2020	
	Notes	£	£	£	£
<b>Fixed Assets</b>					
Tangible fixed assets	10		6,827		764
<b>Current Assets</b>					
Debtors	11	173,290		123,431	
Cash at bank	17	891,364		564,414	
		<u>1,064,654</u>		<u>687,845</u>	
<b>Creditors: Amounts falling due within one year</b>					
	12	(224,283)		(134,379)	
Net Current Assets		840,371		553,466	
Total Assets less Current Liabilities			847,198		554,230
			<u>847,198</u>		<u>554,230</u>
<b>Net Assets</b>					
			<u>847,198</u>		<u>554,230</u>
<b>Charity Funds</b>					
Restricted funds	13		195,484		168,051
Unrestricted funds					
General funds	14		651,714		386,179
			<u>651,714</u>		<u>386,179</u>
Total Funds			<u>847,198</u>		<u>554,230</u>

# Balance Sheet as at 31 March 2021

(Company No: 04025539)

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

The financial statements were approved by the Trustees and authorised for issue on 27.10.2021 and signed on their behalf, by:

A handwritten signature in black ink, appearing to read 'Michael Phair', followed by a horizontal line.

**Michael Phair**

Chair

The notes on pages 30-51 form part of these financial statements.

# Statement of Cash Flows for the year ended 31 March 2021

	Notes	2021	2020
		£	£
Cash flows from operating activities	16	337,591	8,819
		<u>          </u>	<u>          </u>
Cash flows from investing activities			
Investment income – bank interest		973	1,759
Purchase of tangible fixed assets		(11,614)	(1,034)
		<u>          </u>	<u>          </u>
Cash provided by investing activities		(10,641)	725
		<u>          </u>	<u>          </u>
Increase in cash and cash equivalents in the year		326,950	9,544
Cash and cash equivalents at the beginning of the year		564,414	554,870
		<u>          </u>	<u>          </u>
Total cash and cash equivalents at the end of the year	17	891,364	564,414
		<u>          </u>	<u>          </u>

The notes on pages 34-52 form part of these financial statements.

## Net Debt Reconciliation for the year ended 31 March 2021

	As at 1 April 2020	Cash flows	As at 31 March 2021
	£	£	£
Cash	564,414	326,950	891,364
Total	564,414	326,950	891,364

	As at 1 April 2019	Cash flows	As at 31 March 2020
	£	£	£
Cash	554,870	9,544	564,414
Total	554,870	9,544	564,414



# Notes to the Financial Statements for the year ended 31 March 2021

## 1 Accounting Policies

### a) Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Children and Families Across Borders (CFAB) meets the definition of a public benefit entity under FRS 102. The financial statements are presented in Sterling (£) and are rounded to the nearest £.

### b) Legal status of the Charity

The Charity is a company limited by guarantee, incorporated in England, United Kingdom. The members of the company are the Trustees named on page 22. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity. Registered address being: 134/136 Buckingham Palace Road, London SW1W 9SA.

### c) Going concern

The financial statements have been prepared on a going concern basis which forecasts that the charity will have adequate resources to continue in operational existence for a period of at least 12 months from the date of this financial report.

A forecast has been prepared for a period of more than 12 months from the date of approval of these financial statements. The forecast indicates that, whilst taking into account reasonable downsides, sufficient funds are expected to be generated within the charity so as to meet liabilities as they fall due.

### d) Fund accounting

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

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

Investment income, gains and losses are allocated to the appropriate fund.

### e) Income

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

Grants (including government) and donation income is received from trusts and individual donors and includes Gift Aid where applicable.

Membership fees are recognised equally over the period of each individual membership, and deferred income is included in creditors.

Casework fees are recognised at the time of invoicing unless the complexity and estimated time to complete the work extends over one month, in which case it is recognised over the expected time to complete the case, and deferred income is included in creditors.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution.

#### **f) Expenditure and irrecoverable VAT**

Expenditure is recognised 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:

Expenditure on raising funds comprise the costs of advertising and promoting events and the costs of running the events and associated costs, and include an apportionment of other staff and support costs.

Expenditure on charitable activities includes social worker staff costs and overseas casework costs and an apportionment of other staff and support costs.

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

#### **g) Allocation of support costs**

Support costs are those functions that assist the work of the charity and have been allocated between staff, premises, other and governance. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. Support costs have been allocated on the basis of staff costs.

#### **h) Tangible fixed assets and depreciation**

All assets costing more than £500 are capitalised.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Fixtures & fittings 25% straight line

Computer equipment 33% straight line

#### **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. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

#### **j) 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.

#### **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 impairment.

#### **l) Pensions**

Employees of the charity are entitled to join a People's Pension Scheme. The charity contribution is restricted to the contributions disclosed in note 8. There were no outstanding contributions at the year end. The costs of the defined contribution scheme are included with the associated staff costs and allocated therefore to raising funds, charitable activities, support and governance costs and charged to the unrestricted funds of the charity.

#### **m) Operating leases**

Rental charges are recognised as an expense over the term of the lease on a straight line basis.

#### **n) 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. Fixed assets are recorded at depreciated historical cost, all other assets and liabilities are recorded at cost which is their fair value.

#### **o) Taxation**

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes

#### **p) Foreign currency translation**

Foreign currency transactions are recorded at the exchange rate ruling on the date of transaction. Foreign exchange gains and losses resulting from the settlement of such transactions, and from the retranslation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies, are recognised in the Statement of Financial Activities.

#### **q) Termination payments**

Termination payments are payable when employment is terminated before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for such payments. The charity recognises termination payments when it is demonstrably committed to either (i) terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or (ii) providing termination payments as a result of an offer made to encourage voluntary redundancy.

#### **r) Critical accounting estimates**

In the application of the charity'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, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no critical accounting estimates to declare.

#### **s) Use of Volunteers**

The charity from time to time relies on volunteers to be involved in the fund raising activities. This use of volunteers in the course of undertaking the charitable and income generating activities is not recognised within the Statement of Financial Activities.

# Notes to the Financial Statements for the year ended 31 March 2021(continued)

## 2 Donations and Legacies

	2021	2020
	£	£
General donations	120,508	100,739
Foundations	87,650	13,913
Total	<u>208,158</u>	<u>114,652</u>

Donations in the current year include £60,000 restricted, £60,508 unrestricted funds (2020: £84,000 restricted, £30,652 unrestricted).

The income from Foundations includes £50,000 (2020: £nil) from The Butti Foundation, £10,000 (2020: £10,000) from Bromley Trust and other small grants of £27,650 (2020: £3,913).

No income from foundations was restricted in nature (2020: £nil).



# Notes to the Financial Statements for the year ended 31 March 2021(continued)

## 3 Income from charitable activities

	Unrestricted	Restricted	2021
2021	£	£	£
Membership fees	141,685	-	141,685
Casework Fees	252,388	-	252,388
Training/Other Income	2,100	-	2,100
City BT	-	50,600	50,600
Esmee Fairbairn	-	45,000	45,000
National Lottery Community Fund	-	49,832	49,832
Eveson Charitable Trust	-	4,000	4,000
Dulverton Trust	-	37,101	37,101
Rank – Time to Shine	-	26,935	26,935
Home Office	-	67,269	67,269
Barrow Cadbury Trust		17,000	17,000
Other grants-Core Activities	99,782	26,000	125,782
Post Placement Support	-	60,000	60,000
Total	495,955	383,737	879,692

## Notes to the Financial Statements for the year ended 31 March 2021 (continued)

	Unrestricted	Restricted	2020
2020	£	£	£
Membership fees	164,499	-	164,499
Casework Fees	217,260	-	217,260
Training/Other Income	10,161	-	10,161
City BT	-	49,200	49,200
Other grants-Core Activities	20,330	26,500	46,830
Post Placement Support	-	60,000	60,000
Total	412,250	135,700	547,950

New Grants received in the year include £45,000 from Esmee Fairbairn, £67,269 from Home Office, £49,832 from National Lottery Community Fund, £26,935 from Rank Foundation and £17,000 from Barrow Cadbury Trust (\*COVID 19 Support Fund).

# Notes to the Financial Statements for the year ended 31 March 2021 (continued)

## 4 Other trading activities

	2021	2020
	£	£
Government grant	62,040	-
Other	21,127	3,631
Total	<u>83,167</u>	<u>3,631</u>

All other trading activities in both the current and previous year relate to unrestricted funds. There were no unfulfilled conditions or other contingencies attaching to the government grants.

## 5 Investment income

	2021	2020
	£	£
Bank interest	<u>973</u>	<u>1,759</u>

All investment income in both the current and previous year relate to unrestricted funds.

# Notes to the Financial Statements for the year ended 31 March 2021(continued)

## 6 Raising funds

2021	Direct costs	Support costs	2021
	£	£	£
Staff costs	73,245	15,258	88,503
Advertising, publicity & promotions	-	811	811
Events costs	452	-	452
Other allocated costs	942	11,663	12,605
Cost of raising funds	<u>74,639</u>	<u>27,732</u>	<u>102,371</u>

2020	Direct costs	Support costs	2020
	£	£	£
Staff costs	82,987	18,107	101,094
Advertising, publicity & promotions	-	-	-
Events costs	320	-	320
Other allocated costs	2,514	11,294	13,808
Cost of raising funds	<u>85,821</u>	<u>29,401</u>	<u>115,222</u>

£nil (2020: £nil) of raising funds expenditure was restricted.

# Notes to the Financial Statements for the year ended 31 March 2021(continued)

## 7 Analysis of charitable activities expenditure by activity

2021	Direct costs	Support costs	2021
	£	£	£
Advice Line	142,513	29,380	171,893
Overseas assessments	293,096	44,432	337,528
UK assessments	155,926	25,324	181,250
Training	71,256	14,723	85,979
Cost of charitable activities	<u>662,791</u>	<u>113,859</u>	<u>776,650</u>

2020	Direct costs	Support costs	2020
	£	£	£
Advice Line	107,208	21,583	128,791
Overseas assessments	233,807	34,816	268,623
UK assessments	122,530	23,003	145,533
Training	53,604	10,792	64,396
Cost of charitable activities	<u>517,149</u>	<u>90,194</u>	<u>607,343</u>

Charitable activities expenditure of £416,304 (2020: £271,771) was restricted.

Support costs have been allocated between charitable activities and other trading activities on the basis of staff cost, and allocated to activity according to staff cost.



# Notes to the Financial Statements

## for the year ended 31 March 2021(continued)

### Support Costs

2021	Charitable activities	Raising funds	2021
	£	£	£
Salaries	62,646	15,258	77,904
Other staff costs	3,328	811	4,139
Premises	34,321	8,359	42,680
Finance & Governance costs	13,564	3,304	16,868
Total	113,859	27,732	141,591

2020	Charitable activities	Raising funds	2020
	£	£	£
Salaries	55,548	18,108	73,656
Other staff costs	2,701	880	3,581
Premises	26,889	8,765	35,654
Finance & Governance costs	5,056	1,648	6,704
Total	90,194	29,401	119,595

Finance and Governance costs include £nil (2020: £2,531) for bank charges, £nil (2020: £1,833) for financial admin charges, £35 (2020: £35) for data protection advice, £nil (2020: £2,395) for independent examiners fee, £nil (2020: £355) for trustee expenses, £470 (2020: £1,008) for trustee indemnity and cyber insurance, £nil (2020: (£1,453)) for bad debt provision and £9,000 (2020: £nil) for audit and accountancy fees.

# Notes to the Financial Statements for the year ended 31 March 2021(continued)

## 8 Analysis of staff costs and key management personnel

	2021	2020
	£	£
Wages and salaries	471,504	441,380
Social security costs	46,639	44,633
Pension costs	14,510	14,109
Consultants	-	1,361
Total	532,653	501,483

The charity Trustees were not paid or received any other benefits from employment with CFAB in the year (2020: £nil). No Trustees were reimbursed for travel expenses, incurred when carrying out charitable duties (2020: £271 – one Trustee).

The average monthly head count was 15 (2020: 14) and analysis of the staff employees in the year were:

	2021	2020
Social workers & Caseworkers	8	7
Fundraising & Marketing	3	3
Administration & Finance	3	3
Chief Executive	1	1

The number of employees whose total employee benefits excluding pension contributions earning over £70,000, classified within bands of £10,000 is as follows:

	2021	2020
£70,000-£79,999	1	1

The Charity considers that the key management personnel comprise the Trustees and the senior management team - who are the Chief Executive, Finance Manager, Principal Social Worker, Head of Fundraising and Head of Operations and the salaries amounted to £223,281 (2020: £176,257). There were no employee benefits paid to the key management personnel.

# Notes to the Financial Statements for the year ended 31 March 2021(continued)

## 9 Related Party Disclosures

During the year, 4 Trustees contributed £4,626 (2020: £14,225 – 3 Trustees) to the charity. This is included in Donations.

There were no other related party transactions (2020: None).

# Notes to the Financial Statements for the year ended 31 March 2021(continued)

## 10 Tangible fixed assets

	Fixtures and fittings	Computer Equipment	Total
	£	£	£
Cost or revaluation			
At start of year	7,454	24,526	31,980
Additions	-	9,668	9,668
	<hr/>	<hr/>	<hr/>
At end of year	7,454	34,194	41,648
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Depreciation			
At start of year	7,379	23,837	31,216
Charge for the year	38	3,567	3,605
	<hr/>	<hr/>	<hr/>
At end of year	7,417	27,404	34,821
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Net book value at the start of the year	75	689	764
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Net book value at the end of the year	37	6,790	6,827
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

# Notes to the Financial Statements for the year ended 31 March 2021(continued)

## 11 Debtors

	2021	2020
	£	£
Trade debtors	78,111	71,559
Other debtors	11,462	11,462
Prepayments	1,247	19,285
Accrued income	82,470	21,125
Total	173,290	123,431

## 12 Creditors: amounts falling due within one year

	2021	2020
	£	£
Trade creditors	56,511	38,158
Taxation and social security	14,793	12,477
Other Creditors	6,914	6,709
Accruals	63,517	15,729
Deferred income	82,548	61,306
Total	224,283	134,379

## Deferred income reconciliation

Balance brought forward	61,306	83,766
Amount released to the Statement of Financial Activities	(168,503)	(152,172)
Amount received in the year	189,745	129,712
Balance carried forward	82,548	61,306

The deferred income received in the year is as follows: £43,733 for Membership fees received in advance (2020: £40,417), £nil for Events (2020: £nil), £2,140 for Training income (ISW training which was due to take place in March had to be postponed due to Covid 19, £1,650 as a Golf Event donation (2020: £3,590) and £36,675 for Advance billing provision (2020: £17,299).



# Notes to the Financial Statements for the year ended 31 March 2021(continued)

## 13 Restricted funds

	Balance at the start of the year	Income	Expenditure	Transfers	Balance at end of the year
	£	£	£	£	£
<b>2021</b>					
City Bridge Trust	28,700	50,600	(49,783)	-	29,517
Schroder Foundation		25,000	(25,000)	-	-
Barrow Cadbury Trust		17,000	(17,000)	-	-
Other	22,000	61,000	(61,000)	-	22,000
John Ellerman Foundation	15,147	-	(15,147)	-	-
Emergency Fund	38,751	-	(217)	-	38,534
Hobson Charity	945	-	-	-	945
Dulverton Trust	1,581	37,101	(34,171)	-	4,511
Henry Smith	40,618	40,000	(40,151)	-	40,467
Rayne Foundation	20,309	20,000	(19,985)	-	20,324
Esmee Fairbairn	-	45,000	(22,500)	-	22,500
Rank Foundation	-	26,935	(10,249)	-	16,686
Home Office	-	67,269	(67,269)	-	-
National Lottery Community Fund	-	49,832	(49,832)	-	-
Eveson Charitable Trust	-	4,000	(4,000)	-	-
Total	168,051	443,737	(416,304)	-	195,484

This is the second year of a two year grant from the City of London Corporation's Charity, City Bridge Trust. The grant was used to fund salary and running costs associated with the charity's work throughout Greater London, identifying and protecting highly vulnerable children and reuniting them with family members whenever possible and in their best interests.

# Notes to the Financial Statements

## for the year ended 31 March 2021(continued)

This is the third year of a three year grant funding from the Henry Smith Foundation and Rayne Foundation towards the Post Placement Support project. The project will provide tailored post-placement support to children arriving in the UK under Dublin or other immigration controls to live with 'kinship' family in order to increase the likelihood of children continuing to live with family members rather than becoming looked after by the local authority. We believe this is a priority given the current 'care crisis' which has seen the number of children in care rise dramatically in recent years, placing strain on local authority children's services and the family justice system. In line with SORP requirements, the grant been recognised in full but will be received and spent over 1 year.

The Emergency Fund is a fund which has been ring-fenced to support children in dangerous and emergency situations around the world, the use of which will be approved by our Board Fundraising Committee.

	Balance at the start of the year	Income	Expenditure	Transfers	Balance at end of the year
	£	£	£	£	£
<b>2020</b>					
City Bridge Trust	-	49,200	(20,500)	-	28,700
Esmee Fairbairn	41,483	-	(41,483)	-	-
Other	-	110,500	(88,500)	-	22,000
John Ellerman Foundation	47,798	-	(32,651)	-	15,147
Emergency Fund	39,826	-	(1,075)	-	38,751
Hobson Charity	1,175	-	(230)	-	945
Dulverton Trust	36,514	-	(34,933)	-	1,581
Henry Smith	35,551	40,000	(34,933)	-	40,618
Rayne Foundation	17,775	20,000	(17,466)	-	20,309
Total	220,122	219,700	(271,771)	-	168,051

# Notes to the Financial Statements for the year ended 31 March 2021(continued)

## 14 Unrestricted funds

	Balance at the start of the year	Income	Expenditure and gains	Transfers	Balance at end of the year
	£	£	£	£	£
General funds - 2021	386,179	728,253	(462,718)	-	651,714
General funds - 2020	388,681	448,292	(450,794)	-	386,179

## 15 Net assets by funds

	General funds	Restricted funds	2021
	£	£	£
Tangible fixed assets	6,827	-	6,827
Current assets	869,170	195,484	1,064,654
Creditors falling due in less than one year	(224,283)	-	(224,283)
Total	651,714	195,484	847,198

	General funds	Restricted funds	2020
	£	£	£
Tangible fixed assets	764	-	764
Current assets	519,794	168,051	687,845
Creditors falling due in less than one year	(134,379)	-	(134,379)
Total	386,179	168,051	554,230

# Notes to the Financial Statements for the year ended 31 March 2021(continued)

## 16 Reconciliation of net income to net cash flow from operating activities

	2021	2020
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	292,968	(54,573)
<b>Adjustments for:</b>		
Depreciation charges	3,605	606
Interest	973	(1,759)
(Increase)/Decrease in debtors	(49,859)	87,796
Increase/(Decrease) in creditors	89,904	(23,251)
Net cash provided by operating activities	337,591	8,819

# Notes to the Financial Statements for the year ended 31 March 2021(continued)

## 17 Analysis of cash and cash equivalents

	2021	2020
	£	£
Cash in hand	891,364	564,414
	<u>          </u>	<u>          </u>

## 18 Operating lease commitments

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the SOFA as incurred.

At 31 March 2021 the company had total future minimum lease payments under non-cancellable operating leases as follows:

	Rent	Other	2021	Rent	Other	2020
	£	£	£	£	£	£
<b>Minimum Lease Payments</b>						
In one year	-	-	-	59,414	4,320	63,734
Between two and five years	-	-	-	-	1,080	1,080
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

Operating lease payments recognised as an expense during the year totaled £63,484 (2020: £63,014).



# Thank you to our supporters

We have been grateful for the continued support of the Esmée Fairbairn Foundation, the John Ellerman Foundation, the Bromley Trust, the Henry Smith Charity, the Rayne Foundation and City Bridge Trust, along with a number of other Trusts, Foundations and companies:

AB Charitable Trust  
Barrow Cadbury Trust  
Blaxill Family Action  
C B and H H Taylor 1984 Trust  
Dulverton Trust  
Edgar E Lawley Foundation  
Evan Cornish Foundation  
Eveson Charitable Trust  
Home Office  
John Beckwith Charitable Trust  
Marsh Christian Trust  
The National Lottery Community Fund  
Persula Foundation  
Rank Foundation  
Respond and Adapt Programme  
Schroder Foundation  
Sir James Roll Charitable Trust

Advocates for International Development  
Bloomberg  
Clifford Chance  
Great Big Web company  
Mintel  
Paul Hastings

## AND TO OUR WONDERFUL VOLUNTEERS AND SECONDEES

Alex Ramchand	Franceska Azizi
Andre Johnsen	Maria Wright
Chloe Wright	Marwa Tariq
Ciara Lawrence	Melieha Long
Emma Taylor	Roger Button
Eva Pizzey	Toni Ayonrinde
	Zoe Carmichael



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THE NATIONAL LOTTERY  
COMMUNITY FUND

# The Eveson Charitable Trust

# The Schroder Foundation