

2020 - 2021

**Annual Report &
Accounts**





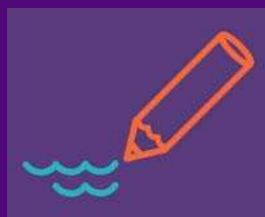
952

people accessed
our services



510

Children have been
supported



217

New referrals were
received



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“I would not have been able to get through lockdown without the support from Home-Start Norfolk”



➤ About Us ◀

Home-Start Norfolk is a countywide charity, supporting families with young children aged 0 – 5 across Norfolk who are facing challenging times. The unique service that Home-Start Norfolk delivers is achieved by a team of trained and experienced volunteers and professional staff providing regular emotional and practical support with families either face-to-face in the family home or remotely.

During the last year, Home-Start Norfolk received 217 new referrals and provided vital support to 250 families, including 510 children. Our service enables parents to grow in confidence, empowering them to make positive changes, strengthening relationships with their children, and widening their links with the local community. We focus on the early years, which are most impactful on determining a child's outcomes in later life, where a parent's ability to give their children the best start is so important.

There is a wealth of evidence to support the benefits of early intervention in children's lives. By supporting parents during those crucial early years Home-Start's work addresses issues early to prevent enduring problems from developing and avoiding a crisis that requires costly statutory interventions later in life.

Our Vision

Every parent has the support they need to give their children the best start in life.

Our Mission

To **empower parents** to develop the knowledge, skills, and resilience to enable their children to thrive

Our Values

We offer families a choice – we are a non-statutory organisation. Families choose to access our support and volunteers choose to put themselves forward to support services.

We work in partnership – with each other, with families and with other agencies, to extend the support offered to families and improve the chances of lasting, sustainable impact.

We work in a spirit of openness, encouragement and enjoyment. We promote positive steps towards long-term change. We help strengthen family relationships, supporting parents to have fun with their children.

We are flexible and responsive to the needs of families. We recognise that every family has individual needs and can be affected by similar issues in different ways. Our support is tailored to meet each family's specific issues in the most appropriate way and can be adapted to address changing needs.

Chair's Report

“ Just four years ago five small Home-Start charities operated across Norfolk, each brought their unique Home-Start model of peer volunteer parenting support to their local Norfolk communities. Whilst the charities raised some unrestricted income, the core service was built on partnership funding through local authorities. In 2017 the external pressures impacted these partnerships and the reluctant withdrawal of statutory support forced a merger under which Home-Start Norfolk was formed.

92%

Of parents felt less isolated after receiving support

Our merged charity was driven to look elsewhere for the funding we needed to meet our charitable mission and continue supporting Norfolk families. Whilst we have worked hard to maintain our public benefit our accounts over this period demonstrate the scale of this challenge. Under new executive leadership 2020-21 saw the first phase of implementation against a revised strategy which aims to maintain a valuable county wide Home-Start service across Norfolk, whilst balancing income and expenditure over the short, medium and longer term.

Our survival over recent years has been down to our success in engaging the support of grant making bodies, most notably over a six-year period, the National Lottery. Our trustees recognise the need to diversify income and are delighted to have launched our partnership with the Norfolk Early Childhood and Family Service this year. Our re-structured workforce represents what we believe to be a minimum footprint to ensure a core Home-Start service across our Norfolk communities. We recognise that a significant challenge remains to ensure we can bring in sufficient income to sustain this public benefit.

Longer term we have ambitious plans to increase our unrestricted income but we recognise that this will take time. Our priority over the coming years will be to seek out the medium-term partnerships that will build a shared understanding of our impact. These partnerships will be vital if we are to ensure that such an important and embedded community resource as Home-Start Norfolk is not lost.

On a personal note, I would like to thank everybody involved with Home-Start Norfolk, as it's your continued support that allows lives to be transformed. As I start my journey as Chair, I am excited by the challenges we face and look forward to working collectively to build a sustainable offering. We are always looking to develop as a Board of Trustees, with a recent skills audit reinforcing skillsets within HR as a priority focus areas we are looking to recruit in.”

Niall McClelland, Chair



Meet Our Patrons

“ I’m in awe of the work Home-Start Norfolk delivers to local families, and never more has that support been more keenly needed than today. Home-Start’s team of **volunteers and staff have continued to show extraordinary dedication and determination** in providing emotional and practical support to countless young families this last year - a year like no other.

Sadly, more and more families are turning to Home-Start as the need for support around parental mental health, isolation and loneliness and childhood development increases sharply. I thank you all most profoundly for the invaluable, compassionate, indeed life-changing work you carry out. I am proud beyond measure to be Patron of an organisation that makes such a fundamental difference to children right across our precious county.”

The Lady Dannatt MBE, HM Lord-Lieutenant of Norfolk

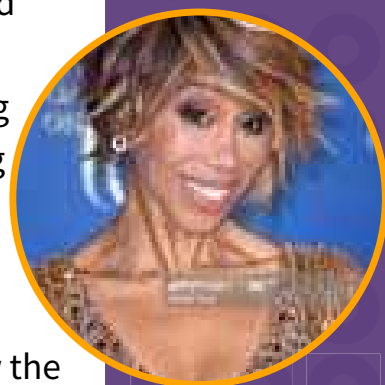


“As tough as things have been (and still are) I’m absolutely blown away how Home-Start Norfolk has risen to the challenge, adapting to address the added impact of Covid on families and young children.

The fact that I do this from afar is testament to the power of its success: using social media to give vital information, advice, practical support by delivering food parcels, activity and care packs, reaching struggling families by phone, text or online - giving emotional support to isolated parents struggling to manage their mental health.

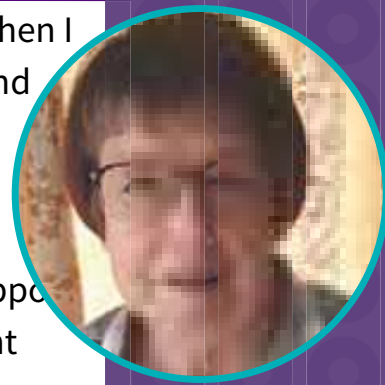
Home-Start Norfolk’s #Givealittlelove partnership is just one example of how the **charity’s great work has also resulted in greater recognition and support.**

All achieved whilst Home-Start Norfolk’s team and wonderful volunteers navigate their own personal trials and tribulations during these tough times, which makes you all even more heroic in my eyes.” **Trisha Goddard**



“ I was delighted to be asked to become a Patron for Home-Start Norfolk when I announced my intention to retire as a Trustee. I took up a Trustee role around sixteen years ago, shortly after my retirement as a First School Deputy Headteacher, having first-hand knowledge of how Home-Start’s model made a difference to families that I worked with.

I am **pleased to continue my involvement as a Patron** and continue to support them as a Fundraising Volunteer, raising vital funds to continue their brilliant work. ” **Ann Keable**



“ As we start to move from pandemic to endemic, with furlough over and the schools & society in general mostly open again there is so much recovery to be done, so much damage done that needs to be mended – **the pressure on Home-Start to provide help to families with young children is more acute than ever.** The staff and volunteers are really, really good at this, but need more resources to deal with the ever-increasing workload. ”

Clare, Lady Agnew DL



Chief Executive's Report

“ Our charity exists to ensure that every parent has the support they need to give their children the best start in life. Even in the best of times, parenting can feel lonely and isolating. Post Covid the challenge for Home-Start Norfolk is to work even harder to ensure that no parent feels alone whilst raising their children.

This financial year brought a series of unprecedented challenges, not least of which the fact that our unique service intervention; that of volunteers supporting families in their own homes, became impossible to deliver for long periods of lockdown. Despite the challenges posed by Covid we facilitated peer volunteer matches for 174 Norfolk families, virtual, home visiting and a mix of the two. In addition, 37 families with more complex needs received direct support from one of our Family Support co-ordinators. 96% of these families reporting an improvement in their parenting skills is a testimony of the efficacy of the Home-Start model.

Whilst the families who engage with us understand our value, we do know that we have work to do in better demonstrating our impact across the Norfolk health and social care system. We are actively building the strategic learning partnerships which will better inform the way in which our charity can add value across our vital statutory services. To this end April 2020 saw the launch of our partnership with the Early Childhood Family Service for Norfolk. Despite the obvious difficulties at launch we were very pleased to bring the Home-Start mission alongside statutory early intervention for children aged 0 – 5 across the county.

Significantly this year we have undertaken a fundamental re-structure of our workforce. The primary objective was to ensure a dedicated presence across each of our seven local authorities, centralising our management and organisational support infra-structure, whilst ensuring that we are truly embedded and able to reflect and respond to the needs of our diverse local communities.

Not one day of furlough payment was claimed by Home-Start Norfolk through the Covid crisis and I want to use this opportunity to reflect the deep respect I have for our volunteer, staff and trustee workforce. They are all making a pro-active contribution to the development of our nurturing culture, reflecting an organisation that is committed to creating a working environment which reflects the nurturing attachment we want for every Norfolk child ”

Daniel Williams, Chief Executive.



"I cannot stress enough how great my volunteer has been, she is like a second Mum, she just understands me " Supported parent

Service Manager's Report

“Our service was tested like never before this year and I am proud of the response of our volunteers and staff in ensuring we continued to support families by adapting our service as quickly as possible. Many of whom did this whilst working and home schooling. Thank you.

When in national lockdown we moved to a telephone befriending model of support, with volunteers checking in with families weekly. Our staff continued to make contact with families and review support by phone also. Where needed we delivered food parcels or arranged food bank vouchers, we also provided home learning resources and applied to BBC Children in Need's Emergency Essential fund to support families with white goods and furniture. Through donations we were able to develop our own hardship fund from which we provided families with a range of support; a self-help book to support parental mental health, a basic mobile phone so a family could stay in touch with their extended family and support to clear a garden so children could access a safe outside play space.

Safeguarding our staff, volunteers and families has been managed through a robust Covid 19 risk assessment, reviewed weekly, and has been fundamental in enabling us to be one of the first Home-Starts in the country to return to face to face visits in family's homes. As lockdown restrictions eased the referrals for support have increased dramatically and we are working to meet demand for early intervention support, alongside our partners at the Early Childhood Family Service.

The volunteer response to the pandemic has been truly amazing, and the development of online training has led to a steep rise in recruitment. With current courses over-subscribed and the ability to target recruitment to meet need across specific areas of the county, we will retain this model for volunteer recruitment, training, ongoing support and development.

The pandemic, whilst devastating for far too many families, has highlighted once again that most humans are full of human kindness. Margaret Harrison, who founded the Home-Start movement, developing the peer-to-peer model; parent to parent, carer to carer, volunteer to family, is testament to that.”




Natalie Spurdens, Services Manager.



“An organisation like Home-Start Norfolk is a lifesaver, especially when you have not got a good network of extended family.” **Supported parent**

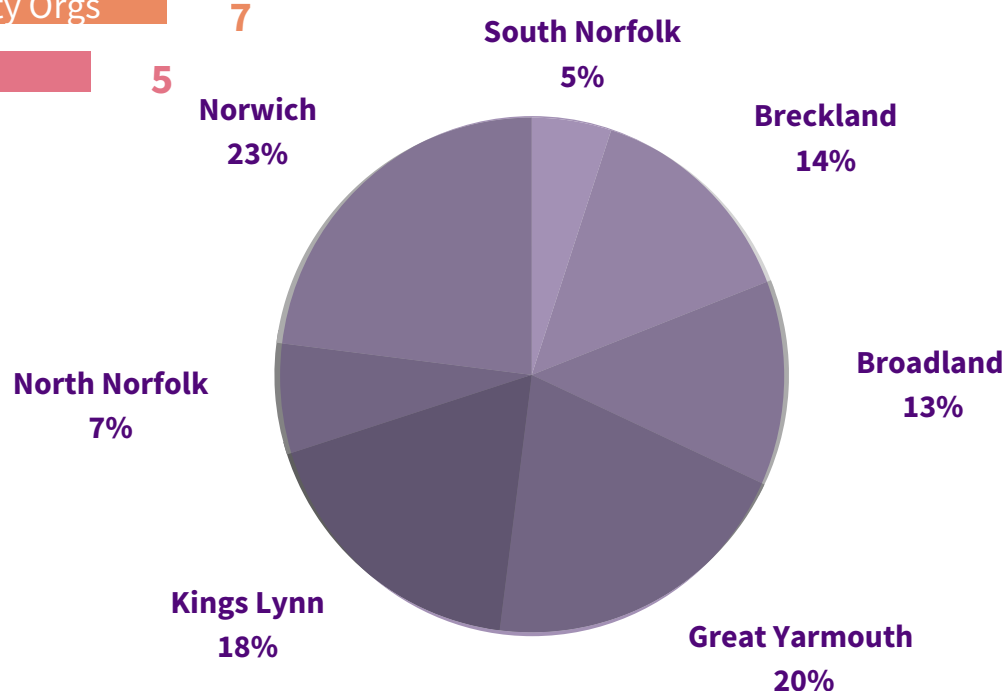
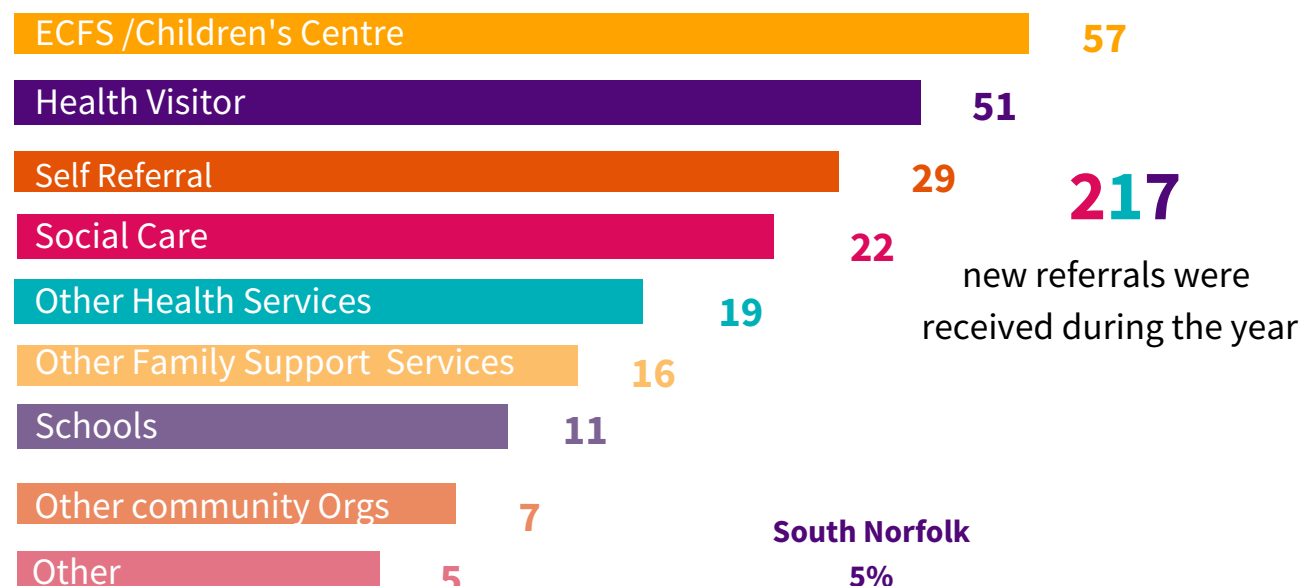
Achievements

During the year 2020-21 Home-Start Norfolk supported **250 families**, including **510 children**, comprising of:

-  **174 families** matched with a volunteer providing home-visiting or remote support
-  **37 families** receiving intensive support from a Family Support Worker
-  **39 families** attending infant massage classes (face-to-face or online)

A total of **952** people accessed our services.

Referral Information

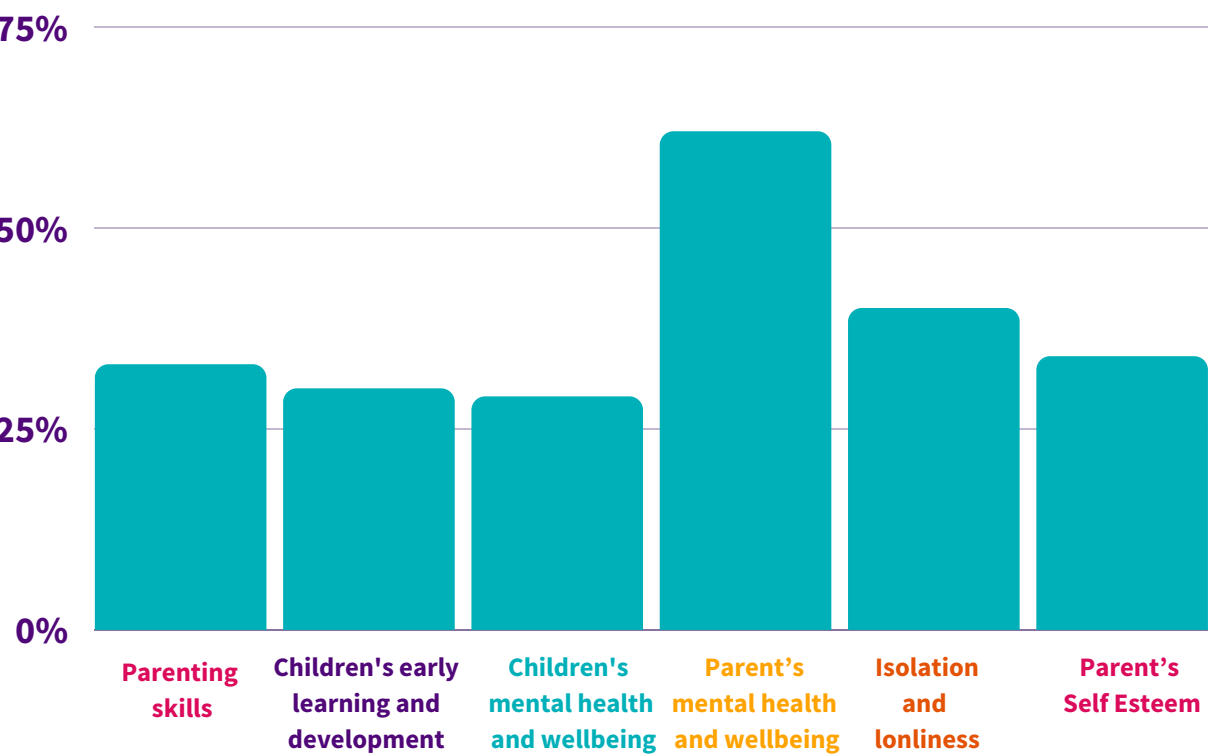


“ You are so excellent at what you do - brilliant service thanks so much ”
Family Support Practitioner (East)

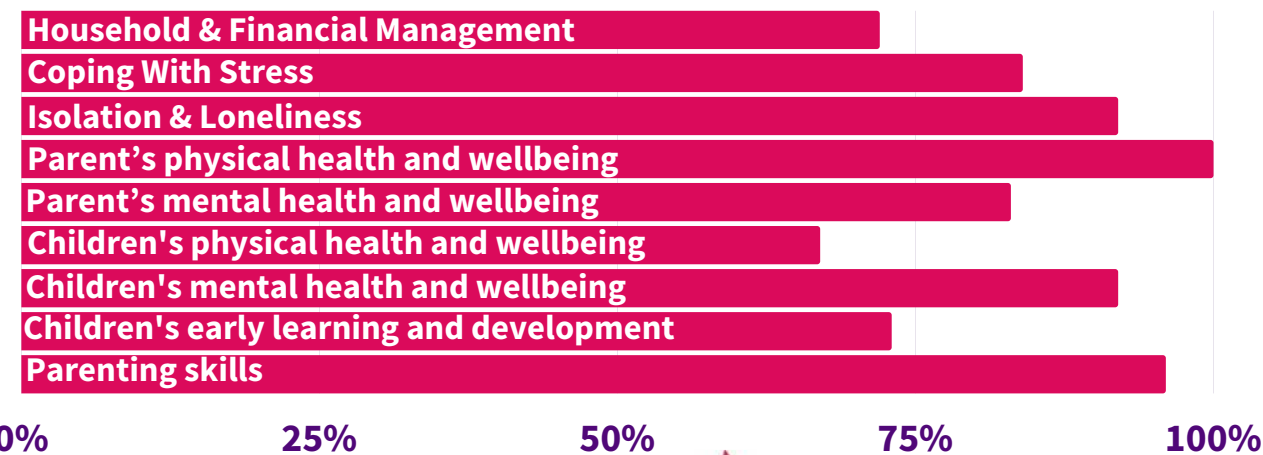
Volunteer Statistics

During the year **149** trained volunteers were available, with **118** supporting at least 1 family during the year. **41** new volunteers completed their preparation training during the year.

Home-Start Norfolk works with families facing a range of different challenges. The graph below shows the **primary needs identified at a family's initial assessment**.



The graph below shows the percentage who reported an **improvement in needs** following Home-Start Norfolk's support this year.



“I can't put into words how much help you have been and how much support you have given me, you have been amazing.”

Referred families across Norfolk



Strategic Review

Home-Start Norfolk reviewed and refreshed its 2020 – 23 strategy in October 2020, following a strategic review session that focused on the sustainability of the charity. This will enable the Trustees and Senior Team to focus on addressing the needs of Norfolk families and strengthening the charity for the future. Our approach focuses on four strategic priorities underpinned by eight objectives. These objectives form the basis of our business plan for 2021 – 22.

92%

of parents reported an improvement in their children's mental health & wellbeing after receiving support

1. Service delivery and impact

We will continue to review the way in which our service is managed and delivered across the county, holding the unique experience for both family and volunteer at its core. Where necessary we will develop new services, which will support both access to and the effectiveness of our core charitable offer.

- **Objective 1 – Service delivery:** To continue to deliver and develop support that empowers Norfolk parents to provide nurturing environments, championing our unique volunteer led approach.
- **Objective 2 – Service impact:** To build a shared understanding of the outcomes and impact of our work, using the learning to continue to improve services and communicate their value.

2. Brand awareness and development

We will develop our relationship with the Home-Start UK Federation, utilising the combined power of our brand both locally and nationally to highlight the impact of our work. Sharing our learning and experience we will seek to build effective partnerships which will support the development and delivery of our work.

- **Objective 3 – Brand awareness:** To raise the profile of Home-Start Norfolk, our cause for support, and the impact of our services with families in need, potential volunteers, referral partners and supporters.
- **Objective 4 – Building partnerships:** We will play an active role in the federated Home-Start UK movement and will continue to build on the strategic partnerships that will form Norfolk's evolving integrated health and care system.

96%

Of parents felt their parenting skills had improved following help of their volunteer

3. Consolidating & diversifying our income

In order to remain independent and true to our vision and mission we will build long term and sustainable unrestricted revenue income to be used for the benefit of Norfolk families. We will develop the cultures, systems and processes necessary to achieve this.

- **Objective 5 – Income consolidation:** To consolidate our existing income by maintaining and securing funding to underpin our core services.
- **Objective 6 – Income diversification:** To develop a balanced mix of income, including the development of unrestricted sources, to ensure long-term sustainability and self-determination.

4. Developing our capacity

We will invest in our organisation; living the values, developing behaviours, building a culture and environment which will engage and retain the volunteers and staff we need to ensure the delivery of our strategic vision and mission.

- **Objective 7 – Investing in our people:** To invest in the development of our staff, volunteers and trustees to ensure they have the skills and resources they need to best meet the challenges of their roles.
- **Objective 8 – Operating effectively:** To develop efficient and effective operational systems that make the best use of our people and available resources.

Danielle's Story

Danielle has three boys aged 5, 8 and 9. All three have complex needs and their behaviour can be challenging. Danielle finds this difficult to manage at times, **both parents have mental health issues and life can be difficult for them**. Lockdown placed a greater strain on the family's wellbeing with everyone forced to stay at home.

Danielle has been supported by a volunteer experienced in working with disabilities who has provided **invaluable practical and emotional support**. Alongside vital wellbeing support for mum, the volunteer has supported mum to access funding through Disability Living Allowance and apply for short break respite care for the boys. Together they have approached the Council for help with home improvements and secured additional help through the Early Help Hub. The family have received laptops to support the boys home learning, food parcels and activity packs along with these amazing pyjamas from our local John Lewis store.

“ It has really helped me having someone to talk to, to realise I haven't got to do this all on my own and it's taken some of the strain off. The things you've given the boys has brought a smile to their faces and we really appreciate all you've done for us.”

Danielle, Norfolk



➤ Lauren's Story ◀

Lauren has struggled with her mental health throughout her life. With no support system around her after giving birth to her son Dexter, a Home-Start Norfolk volunteer Sylvia helped her to integrate into the local community.



“If it wasn't for Home-Start Norfolk I would have been a totally different mum. I was referred to the perinatal team when I was 3 months pregnant, as I was struggling with my mental health and had just gone through a relationship breakdown. After having Dexter, I was diagnosed with PTSD, I wouldn't leave the house due to crippling anxiety and because of my OCD, I couldn't cope with the mess that came with having a child.



The perinatal team supported me until Dexter was one, that's when I got referred to Home-Start Norfolk and met Sylvia, my volunteer. Due to the pandemic, we initially talked on the phone and texted each other. I was also provided with foodbank vouchers and winter clothes for Dexter from the **John Lewis 'Give a little love' campaign**. Once restrictions eased we used to meet in the garden and go to the park.



Sylvia has been amazing, and not just for Dexter, she has been a real support for me too. **I know for certain that if it wasn't for Sylvia my mental health would have deteriorated**, she has done so much and made such a difference to our lives. There is not just one thing she has done for us; it is lots and lots of little things. She would encourage me to play with Dexter by coming up with activities like painting and baking and would help me to cope with the mess. We would work on my confidence in leaving the house, we started off going out to the shops together and as I grew in confidence Sylvia would wait outside so I knew she was there if I needed her. On our last visit, we took the train and went to Lavender Gardens, which I would have never been able to do before.

Sylvia has helped me to find my identity again, I have been through a lot and lost myself along the way, **she has given me confidence in my parenting ability and had helped me regain my independence**. Home-Start Norfolk has been a lifeline for me, I wouldn't be where I am today if it wasn't for them. It's still a work in progress but I am now able to take Dexter out on my own, I play games with him, we love doing little science experiments and I have a lot more patience with him now. I would love to become a Home-Start volunteer in the future and give something back.”



➤ Sophie's Story ◀

"I knew I had to get out. What I didn't know was just how much more difficult my life would become..."

Sophie was starting to rebuild her life as a single parent with a five-year-old daughter, fleeing an abusive relationship, when she discovered that she was pregnant. At her 20-week scan, doctors delivered the shocking news that her baby had spina bifida, hydrocephalus and scoliosis.

"Pretty much every expert I saw told me about the worst-case scenario. I guess they have to do that. But I knew that I wanted to keep this baby..."

Within hours of the birth, her son was undergoing major back surgery. Since then, he's had three brain operations and a hernia operation.

"I moved house at the start of the year and that coincided with Clare, my Home-Start volunteer, starting her weekly visits. That was a godsend. There was so much to be done, especially when you have a child with extra needs."

"Clare's been amazing. Because he's disabled, people tend to think they have to mollycoddle him. Clare treats him like any other kid - that's what he wants and likes; I don't want him to feel that he's different."

"When Clare's with him, she's 100% focused on him the whole time. Knowing that he's completely safe gives me peace of mind to get on with whatever I need to do."

Just a few weeks into Clare's visits, the country went into lockdown...**"Clare sent me packages in the post - creative ideas and activities that she'd put together herself, a cake mix with a pound coin taped on the front so we could buy eggs.** Lockdown was so tough on the kids and that was just brilliant. She sent me regular texts to check I was ok."

"Parenting a child with special needs can be exhausting. Sometimes you just run out of energy, but Claire's been full of inspiration and kindness. My son can't walk because of his spina bifida and but really loves his free play, crawling around the living room. When he first got his standing frame, he had to be strapped in, he absolutely hated it. **Clare was so supportive. She's always so encouraging. I've never once felt judged.**"

"I think we're all in a much more positive place thanks to Clare and Home-Start Norfolk. Despite Covid, this has been a good year. My son continues to amaze me every day. **Thanks to Clare, I feel optimistic about the future.**"



Volunteering

Our volunteers continued to provide vital support to families throughout the pandemic in a range of imaginative and inventive ways. They were required to adapt and innovate during the pandemic – providing emotional support by telephone, text, or practical help such as baking, reading stories/ doing play activities with children via video calls. **The importance of being that listening ear for families during this time cannot be underplayed.**

Volunteers supported Home-Start Norfolk in many other ways too - delivering resources to help with home-schooling or to colour/paint etc., helping deliver Toys and Tins, John Lewis clothes and other care packages.

41 new volunteers were trained as telephone befrienders via our new online training programme. This has proved a really successful platform to deliver our preparation course. Some new volunteers have moved on to complete further training to become home-visiting volunteers.

A number of volunteers also completed some additional online training, such as **Understanding Autism, Sleep East training**, and our infant massage volunteers completed their professional certificates delivering face-to-face and online baby bonding sessions.

The past year has shown how, despite the impact of the pandemic affecting our volunteers and their own families personally, they showed resilience, dedication, and unwavering support to Home-Start Norfolk families.

We are particularly delighted to recognise the following volunteers' long service:

20 years - Michelle;

19 years – Jeannette;

16 years – Jane;

14 years – Dot;

12 years - Clare, Denise;

9 years – Mandy, Judith;

7 years – Angie, Grant, Julie, Lissie, Maureen, Sandra;

6 years – Carol, Paula, Samantha, Nadine, Suzanne;

5 years – Alison, Denise.

“ My time with Home-Start has been amazing and a privilege. All the staff, have been so supportive, understanding and friendly. Being a volunteer, gave me back my confidence to be me. ”

Meet Our Volunteers

Sarah has been volunteering for Home-Start Norfolk since 2021 and to date has worked alongside 2 families.



“ I came across Home-Start Norfolk through a friend. I am an Early Years teacher and have seen first-hand how important the early years are. I don't think society fully understands that what happens in the first 5 years of a child's life and their experiences affect their whole life. I was looking for a cause that I could help and further my support for young children. Home-Start Norfolk is a great organisation and was perfect for what I wanted to do, helping children at the root and getting to people who really need and want the help, so I signed up for the training.

I haven't been volunteering long, but I can honestly say I absolutely love it. I am so proud to be part of such a great organisation. The training was fantastic, and everyone at Home-Start Norfolk is so supportive. It's so easy to help. Just by giving up a few hours a week, I am making a real difference, not just now but for the future as well. The relationships you form with the families are so heart-warming. The hardest thing for me is saying good-bye to the families. They become family friends. Life doesn't always go smoothly and is really hard for an adult, especially if you have children. I know that Home-Start support makes such a big difference. Volunteering is so important; early intervention is a win win situation for the children, family and society. For me, it's a no brainer. ”

Dave has been volunteering for Home-Start Norfolk since 2019 and to date has worked alongside 2 families.



“ Nine years ago, I was working a fill-in job after being made redundant. My eldest daughter was looking to go back to work after her maternity and needed childcare. I thought this was a handy coincidence, so I decided to retire to look after my grandchild. Eight years later, I was childminding three grandchildren four days a week! I had Mondays free and was looking for some volunteer work so I could meet some new people for some adult conversation. That's when a post popped up on my Facebook from Home-Start Norfolk. I thought I had the skills from my childcare experience, and I love to help people, so this was the perfect opportunity for me.

Before I applied, I didn't know much about Home-Start Norfolk, but the training was excellent, really informative, and a good introduction to Home-Start. The skills I have developed through my career also come into play through my volunteering work. I am really proud to volunteer for Home-Start Norfolk, and I get great self-satisfaction knowing that I am making a difference to families lives. I love interacting with the children that I am supporting. For any new volunteers thinking about joining, my advice would be to approach with an open mind. We are not there to judge; we are there to help. ”

Development Manager's Report

It has been a challenging year for fundraising with Home-Start Norfolk's plans for events and activities cancelled due to the pandemic, and increased competition for new funding opportunities.

We are indebted to the valuable support of our funders, including the **National Lottery Community Fund and MOD Covenant Fund**, allowing us to extend and adapt our programmes during the year. We are also thankful to **Norfolk Community Foundation, BBC Children in Need and DCMS** who provided COVID specific funding, enabling us to address changing needs and emerging issues. Our thanks also to **Garfield Weston Foundation**, the **Ellerdale Trust**, and **Edward Gostling Foundation** for investing in Home-Start Norfolk's vision and mission by providing unrestricted core funding.

Donations, fundraising, and unrestricted trust donations have contributed **£75,928 (2020: £53,295)**.

We are incredibly grateful to the donors who have given one-off or regular donations to the charity. We also received our first legacy gift during the year. Our fundraising plans became virtual. Thank you to Angeline, Cole, Steve, Michelle, Liz, Jo, Ellie, Joanne, Ben, and Sophie, who raised a fantastic **£1,690** between them with a virtual Run Norwich 10K. Ann, Shannon, Sue, Jenny, Julie, and four-year-old Kaia participated in the 2.6 Challenge, raising **£1,447** with various home-based challenges.

Our volunteer-led Fundraising Events Committee had to cancel their plans but kept us going through lockdowns with a challenging monthly quiz, Zoom Tropics evening, car boot and eBay sales, raising over **£1,000**.

One of the positives to come from the last year has been the increased engagement of the community. We were thrilled to work with John Lewis and Waitrose as part of their Give A Little Love campaign, with generous contributions to our Family Hardship Fund, children's Christmas gifts, and **£4,000** of new children's clothes donated, along with Home-Start's work featuring in the infamous John Lewis Christmas advert. Support from the partnership has continued and evolved during the year. Huge thanks to **Ali at John Lewis and Mel from Waitrose for their fantastic support**.

Our focus for the future is developing and diversifying our fundraising, diversifying our income generation, and working towards financial sustainability which will enable us to grow and reach more families.



Charity No 1106362
Company No 05196432

HOME-START NORFOLK

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

HOME-START NORFOLK
YEAR ENDED 31 MARCH 2021

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HOME-START NORFOLK

YEAR ENDED 31 MARCH 2021

CHARITY / COMPANY INFORMATION

Registered charity name	Home-Start Norfolk
Charity number	1106362
Company number	05196432
Registered address	Swaffham Community Centre Campingland Swaffham Norfolk PE37 7RB
Trustees	N A McClelland – Chair D Lefevre – Treasurer F J Fairbairn Harvey M J Christian S Skoyles E Treadwell N Gough
Key management personnel	Daniel Williams (Chief Executive) Liz Cross (Business Manager) Natalie Spurdens (Service Manager) Helen Brown (Development Manager)
Independent examiner	Price Bailey LLP Chartered Accountants Anglia House 6 Central Avenue St Andrews Business Park Thorpe St Andrew Norwich NR7 0HR
Bankers	HSBC 18 London Street Norwich NR2 1LG

HOME-START NORFOLK

TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT) FOR THE YEAR ENDED 31 MARCH 2021

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report and financial statements for the year ending 31st March 2021.

Home-Start Norfolk is a charitable company limited by guarantee, merged on 1st April 2017 from the five individual Home-Start schemes operating across Norfolk. The oldest of these, Home-Start Kings Lynn and West Norfolk, was registered as a charity in April 1984. The charitable company was established under a Memorandum of Association which established its objects and powers and is governed by its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Objectives and Activities

Home-Start Norfolk's charitable objectives and activities are:

- To safeguard, protect and preserve the good health, both mental and physical, of children and parents of children;
- To prevent cruelty to or maltreatment of children;
- To relieve sickness, poverty, and need amongst children and parents of children; and
- To promote the education of the public in better standards of childcare within the area of Norfolk.

Home-Start Norfolk provides vital support for families with children under five who are experiencing difficulties and struggling to cope in challenging circumstances. Home-Start's unique volunteer-led service has provided preventative early intervention to support parents to grow in confidence, empowering them to make positive changes to give families the best possible pathway to improved health, wellbeing, and stability.

Home-Start Norfolk's service was quickly adapted at the start of the Covid pandemic, changing to provide remote support to families during lockdown periods and moving volunteer training online. With 41 new individuals completing telephone befriender training, making a total of 149 volunteers working to support families across Norfolk.

Home-Start Norfolk's core service offer to families included a wide range of practical and emotional support, signposting, advocacy, and doorstep deliveries, working closely with funders such as the National Lottery Community Fund to agree changes in working practices that would satisfy project funding obligations.

The trustees have continued to engage the support of an experienced voluntary sector leader, Daniel Williams, who joined Home-Start Norfolk in September 2019, in a consultancy role. Daniel was commissioned in an interim leadership role in September 2019 to consolidate a shared strategic agenda for the charity with a more detailed business plan to address the immediate priorities. In May 2021 Daniel was appointed as Chief Executive.

Home-Start Norfolk is proud to be part of the national federated network of Home-Start UK.

HOME-START NORFOLK

TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Public Benefit

The trustees are mindful of the requirements of the Charity Commission regarding the Public Benefit test and confirm that the activities of the charity will conform with these requirements.

Achievements and Performance

During 2020/21, a total of 250 families received support from Home-Start Norfolk, including:

- 174 families supported by a home-visiting volunteer
- 37 families with complex needs received one-to-one support from a Family Support Worker
- 39 families participated in groups such as infant massage classes

118 volunteers supported at least one family during the year. 41 new volunteers completed online preparation training.

The impact of Home-Start Norfolk's work is evidenced by the data gathered during the support process:

- 83% of families reported an improvement in parental mental wellbeing
- 92% of families reported feeling less isolated
- 96% of families reported an improvement in their parenting skills
- 73% of parents reported an improvement in their children's development and learning
- 92% of parents reported an improvement in their children's emotional wellbeing

Home-Start Norfolk's 2020-2023 strategic framework was published, consolidating the charity's vision, mission and values, and strategic priorities to achieve equity of access to family support services across Norfolk.

Home-Start Norfolk's contract with Action for Children as a sub-contracted delivery partner in Norfolk's Early Childhood and Family Service began in April 2020, an opportunity to embed Home-Start Norfolk's work across the seven Local Authority Districts, forming a cornerstone in the charity's sustainable income plans for the next three years.

A skills audit of the board of trustees was facilitated to identify knowledge gaps and seek new trustees with the skills and experience needed to complement and develop the board.

Our thanks go to all our volunteers, staff, referrers, and funders for their continued support.

Structure, Governance, and Management

The total number of Board members shall not be less than four and not more than twenty. The seven current Trustees meet four times a year as a board in accordance with the Memorandum and Articles of Association of Home-Start Norfolk. This year the board had also set up and delegated responsibility across two dedicated sub-committees; a services committee which has oversight of our services for public benefit and a personnel and resources committee which has oversight of our people, processes, and financial management.

TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT) FOR THE YEAR ENDED 31 MARCH 2021

The trustees, who are also directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements, are listed at the front of this document. During the year Ann Keable retired as a Trustee following many years of service and has been appointed a Patron.

Trustee vacancies are advertised, and potential candidates are recruited, initially by an interview with other Trustees and senior staff, before commencing a six-month induction and training process including safeguarding, introduction to each business area, Home-Start Norfolk policies and procedures, and introductory charity financial management. In accordance with the Memorandum and Articles of Association, Trustees are then formally elected at the following AGM.

Day-to-day operations of the charity are delegated to the Executive Leadership Team and supporting staff in line with policies, budget, and an annual business plan approved by the Trustees.

The Trustees have responsibility for ensuring that the charity maintains a comprehensive risk management system and that appropriate actions are being taken to manage and mitigate those risks. Trustees meet quarterly to review and manage the risk register.

Whilst we are an independent local charity Home-Start Norfolk is a federated member of Home-Start UK. This membership brings the important benefit of internal policy development and the quality assurance framework. The federation also works hard to influence national policy development to further our shared strategic vision and mission.

Financial Review

2020/21 was the third full year as Home-Start Norfolk following the merger of the five local Home-Start schemes of Norfolk in 2017. The charity has continued to rely heavily on income from grants, trusts, and foundations since its statutory funding ended in March 2017. However, a new partnership with Action for Children, delivering Norfolk County Council's Early Childhood and Family Service, commenced in April 2020, providing a fundamental cornerstone to the charity's strategic objectives.

Total income received for the year 2020/21 was £493,743 (2020: £399,469), an increase of 23% on last year. Expenditure totalled £434,780 (2020: £441,226), a decrease of 1.5% on last year. This resulted in a net surplus of £58,963 (2020: -£41,757).

The Trustees are pleased to report a surplus of income this year, the first since the countywide merger of 2017, a result of a higher income for the third and final year of the National Lottery Community funding, Action for Children funding, and generation of additional restricted and unrestricted income, against a re-forecasted budget which reduced travel and training expenses resulting from the pandemic.

Support costs increased during the year due to the commissioning of consultancy – for the Interim Executive Lead, professional governance support, and workforce development to enhance the charity's strategic development, an increase in depreciation calculations, and legal costs associated with the preparation of the Early Childhood and Family Service sub-contract.

As at 31st March 2021, the charitable company had total funds of £510,106 (2020: £451,143), of which comprise £49,308 (2020: £42,873) of restricted funds from grants awarded during the financial period, which will be expended during the next financial year; designated funds of £108,656 (£75,000 will make provision for workforce development to embed working practices across the county and to develop the new income streams required to ensure long-term financial stability; and £33,656 is to be ring-fenced in

**TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT)
FOR THE YEAR ENDED 31 MARCH 2021**

respect of the National Lottery Community funding for work completed during the extension period); and unrestricted reserves of £352,142 (2020: £358,270). Included within this £352,142 of unrestricted reserves is £210,000 of funds which are held in accordance with the reserves policy (as below), in respect of the potential closure costs of the entity. When excluding this, the unrestricted reserves available for use are £142,142.

The charity ended the year with uncertainty around the long-term impact of the Covid-19 pandemic, requiring new and innovative ways to develop services for families whilst bringing a significant challenge to future income generation plans. Our strategy and business plan for 2021-2022 sets out the organisational development requirements that will place us on a more sustainable long-term footing.

Restricted funds

Restricted funds of £49,308 (2020: £42,873) is income awarded during the financial year pertaining to specific funder requirements, comprising primarily of staff and volunteer costs, which will be expended in 2021/22.

Reserves Policy

The Board of Trustees have set a reserves policy which requires:

- a) Reserves are maintained at a level which ensures that Home-Start's core activity could continue during a period of unforeseen difficulty; and
- b) A proportion of reserves are maintained in a readily realisable form.

The calculation of the required level of reserves is an integral part of our planning, budget, and forecast cycle and takes into account:

- Risks associated with each stream of income and expenditure being different from that budgeted;
- Planned activity level; and
- Organisation's commitments.

Having considered the organisation's risk, activity, and commitments, trustees have agreed that the charity needs to retain a level of free reserves equating to 3 months running costs plus potential closure costs (e.g. redundancy costs) which equates to approximately £210,000.

Designation of funds

The onset of Covid-19 has brought a set of trading circumstances that are unprecedented across our charity's lifetime. As part of an Integrated Care System that emphasises prevention alongside acute intervention, the need for our service will also be unprecedented as we emerge from the current crisis. This year, we have made strong progress in our plans for workforce and organisational development, better positioning the charity to work as a system partner at the county level. Changes to the structure of the workforce were implemented in May 2021.

A strategic review has highlighted the importance of improving awareness and diversifying our income streams. Trustees wish to make a specific designation of funds to ensure that Home-Start Norfolk can continue to deliver a consistent service.

HOME-START NORFOLK

TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT) FOR THE YEAR ENDED 31 MARCH 2021

With a forecasted trading deficit of £130,000 during the 2021/2022 financial year, due to the ending of Lottery funding, we have set aside a designated fund of £108,656 from our unrestricted funds. £75,000 has been designed for workforce development to embed working practices across the county and to develop the new income streams required to ensure long-term financial stability through further diversifying our income generation.

A further designation of £33,656 is Lottery Community funds carried forward from 2020/21 to complete and extend the Right from the Start project into 2021/22.

This designation updates and supersedes the designated fund of £50,000 set aside in the 2019-2020 accounts.

Plans for Future Periods

The onset of the global Covid-19 pandemic has posed unprecedented challenges for the charity. Home-Start Norfolk quickly adapted to a remote worker model a week before the national lockdown, strengthened by our cloud-based IT infrastructure, enabling seamless connectivity across our staff team.

The real challenge is ensuring the charity's ability to continue to provide relevant empowering support for families, the needs of which have been exacerbated due to the pandemic. The charity's volunteer and staff team proved to be innovative and resilient in the face of these challenges. Whilst referrals initially dropped as other services were suspended, referral numbers have grown back steadily. The charity anticipates increasing demand for its services as the pandemic continues to adversely impact families already experiencing challenging circumstances.

The forecast financial position for the year 2021–22 is looking extremely challenging, with our fundraising diversification strategy being heavily impacted by the pandemic, the loss of community fundraising income, and the ending of our National Lottery Community grant following six years of funding.

The charity wishes to focus on better demonstrating the impact that services make on the lives of beneficiaries, ensuring the monitoring and evaluation of both volunteer and staff interventions, to evidence the impact and social benefit for families presenting with increasingly complex needs.

The trustees seek to strengthen the board of trustees with new recruits who meet identified skills gaps, in particular, human resources, fundraising and marketing.

The UK-wide Home-Start federation, and the power this gives the network to focus on joint strategic and policy interventions, continues to develop. The new leadership at Home-Start UK is achieving new levels of engagement with strategic partners, and Home-Start Norfolk is excited and proud to be a part of this movement.

Whilst 2020-2021 has been marked by Covid, and all of the challenges the pandemic has brought, it has also been the first year of implementation across our revised strategic vision. Our board has refreshed this vision in the light of performance and set some key business priorities for 2021-2022:

**TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT)
FOR THE YEAR ENDED 31 MARCH 2021**

- To continue to deliver and develop support that empowers Norfolk parents to provide nurturing environments for their children, championing our unique volunteer-led approach and benchmarking our impact internally and externally.
- Building the profile and partnerships which will provide a strong platform for sustainable income & delivery of public benefit.
- Ensuring sufficient annual income to meet the ongoing revenue requirements for a minimum footprint Home-Start service model across Norfolk and building the infrastructure for longer term revenue income growth.
- Investing in the development of our people, building the systems and cultural environment through which everybody will have the opportunity to thrive.

HOME-START NORFOLK

TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Statement of Trustees' responsibility

The trustees (who are also directors of Home-Start Norfolk 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. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that 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.

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

On behalf of the Board of Trustees:



N McClelland (Chair of Trustees)

Date: 13 December 2021

**INDEPENDENT EXAMINER'S REPORT
TO THE TRUSTEES OF HOME-START NORFOLK**

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2021, which are set out on pages 28 to 42.

Responsibilities and basis of report

As the charity's trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

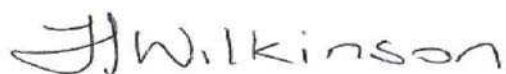
Independent examiner's statement

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants of England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Helena Wilkinson FCA DChA
Price Bailey LLP, Chartered Accountants

Anglia House
6 Central Avenue
St Andrews Business Park
Thorpe St Andrew
Norwich, Norfolk NR7 0HR

Date: 17 December 2021

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted Funds 2021 £	Restricted Funds 2021	Designated Funds 2021 £	Total Funds 2021 £	Total Funds 2020 £
INCOME						
Donations and Fundraising	2	70,928	-	-	70,928	53,295
Grants	2	5,000	416,433	-	421,433	342,695
Other Income		1,180	-	-	1,180	1,712
Investment income		202	-	-	202	1,767
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL INCOME		77,310	416,433	-	493,743	399,469
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
EXPENDITURE						
Costs of raising funds	3	28,627	-	-	28,627	46,818
Charitable Activities	4	756	405,397	-	406,153	394,408
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total expenditure		29,383	405,397	-	434,780	441,226
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Net Income (expenditure)		47,927	11,036	-	58,963	(41,757)
Transfers between funds		(54,055)	(4,601)	58,656	-	-
Net movement in funds		(6,128)	6,435	58,656	58,963	(41,757)
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total funds at 1 April 2020		358,270	42,873	50,000	451,143	492,900
Total funds at 31 March 2021		352,142	49,308	108,656	510,106	451,143
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

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

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

HOME-START NORFOLK

BALANCE SHEET AS AT 31 MARCH 2021

	Notes	£	2021 £	£	2020 £
FIXED ASSETS					
Tangible assets	9		14,190		18,920
CURRENT ASSETS					
Debtors	10	32,446		246	
Cash at bank and in hand		512,240		449,850	
		<u>544,686</u>		<u>450,096</u>	
CREDITORS					
Amounts falling due within one year	11	(48,770)		(17,873)	
NET CURRENT ASSETS			<u>495,916</u>		<u>432,223</u>
TOTAL ASSETS LESS TOTAL LIABILITIES			<u>510,106</u>		<u>451,143</u>
THE FUNDS OF THE CHARITY:					
Unrestricted funds	13		352,142		358,270
Comprising of:					
Reserves fund		210,000		207,000	
Free reserves		142,142		151,270	
Designated funds	13		108,656		50,000
Restricted funds	13		49,308		42,873
TOTAL FUNDS			<u>510,106</u>		<u>451,143</u>

For the year ending 31 March 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements were approved by the Trustees on 13th December 2021 and are signed on their behalf by:



N McClelland (Chair of Trustees)

Company registration number: 05196432

**TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT)
FOR THE YEAR ENDED 31 MARCH 2021**

1 ACCOUNTING POLICIES

General information

The charity is a private company limited by guarantee registered in England and Wales. The address of the registered office is Swaffham Community Centre, Campingland, Swaffham, Norfolk, England, PE37 7RB.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

Basis of preparation

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 Charities Act 2011.

Home-Start Norfolk meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The charity, being small in size, has used the exemption provided by Charities SORP (FRS 102) under which it is not required to include a cash flow statement as part of the financial statements.

The financial statements are prepared on a going concern basis under the historical cost convention.

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

Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. This statement has been reviewed carefully in the light of Covid-19. The trustees have set aside a designated amount of funds to develop longer-term income diversification. Whilst long-term income sustainability is a concern, the trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure are sufficient with the level of reserves for the charity to continue as a going concern.

Fund accounting

Unrestricted funds are those which are available for the general purposes of the Charity at the discretion of the Trustees in the furtherance of the charitable company's objectives.

Restricted funds are those which have been received for undertaking an activity specified by the donor.

**TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT)
FOR THE YEAR ENDED 31 MARCH 2021**

1 ACCOUNTING POLICIES (continued)

Designated funds comprise unrestricted funds that have been put aside at the discretion of the Trustees for particular purposes.

Income

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

Income is generated through donations, grants, and other sources. Donations are recognised when received. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year.

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Expenditure

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:

- costs of raising funds comprise the apportionment of staff costs to this area on the basis of time spent raising funds;
- expenditure on charitable activities includes that which relates directly to fulfilling the charitable objectives of the Charity, as outlined in the Trustees' Report.

Allocation of support costs

Support costs are those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Charity's activities. These costs have been allocated to expenditure on charitable activities.

Governance costs are included in support costs and relate to the direct running of the Charity, allowing it to operate and generate the information required for public accountability. They include the costs of accounts preparation and independent examination.

Tangible Fixed Assets

Individual fixed assets costing £500 or more are capitalised at cost and are depreciated over their estimated useful economic lives on the following basis

Asset Category

Fixtures and fittings

Annual Rate

25% Straight line (Previously 10% reducing balance.
This was revised in the 2020/2021 financial year)

**TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT)
FOR THE YEAR ENDED 31 MARCH 2021**

1 ACCOUNTING POLICIES (continued)

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure. Creditors are recognised when 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.

Cash at bank and in hand

Cash at bank and in hand includes cash held in bank accounts. There are no short term investments.

Financial instruments

The Charity only has financial assets and 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.

Pensions

The Charity provides a defined contribution pension scheme, whereby the charity and its staff each fund the scheme, managed by a third party provider, the assets of which are held by the provider separately from the assets of the charity. The pension charge in the financial statements represents the amounts payable by the charity to the fund in respect of the period.

Corporation tax

The Charity is exempt from taxation in respect of income and 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 the charitable purposes.

Judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, which are described above, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts 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 those 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.

The Trustees do not consider that there are any other critical judgements or sources of estimation uncertainty in the financial statements.

HOME-START NORFOLK

TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT) FOR THE YEAR ENDED 31 MARCH 2021

2 DONATIONS AND LEGACIES

	Unrestricted 2021 £	Restricted 2021 £	Total 2021 £
Donations	70,928	-	70,928
Grants	5,000	416,433	421,433
	<hr/>	<hr/>	<hr/>
	75,928	416,433	492,361
	<hr/>	<hr/>	<hr/>
	Unrestricted 2020 £	Restricted 2020 £	Total 2020 £
Donations	53,295	-	53,295
Grants	34,095	308,600	342,695
	<hr/>	<hr/>	<hr/>
	87,390	308,600	395,990
	<hr/>	<hr/>	<hr/>

£204,979 (2020: £167,019) of government grants were received from the National Lottery Community Fund providing support to mums with children between 0–2 or pre-natal to improve maternal mental wellbeing, reduce isolation and improve parent/child attachment.

3 COSTS OF RAISING FUNDS

	Unrestricted Funds 2021 £	Unrestricted Funds 2020 £
Salaries of fundraising staff	23,607	37,705
Fundraising costs	2,411	2,043
Publicity and Marketing	2,609	7,070
	<hr/>	<hr/>
	28,627	46,818
	<hr/>	<hr/>

HOME-START NORFOLK

TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT) FOR THE YEAR ENDED 31 MARCH 2021

4 EXPENDITURES ON CHARITABLE EXPENDITURE

	Activities Undertaken Directly 2021 £	Support and governance costs 2021 £	Total 2021 £
Charitable activities	328,889	77,264	406,153
	=====	=====	=====
	Activities Undertaken Directly 2020 £	Support and governance costs 2020 £	Total 2020 £
Charitable activities	345,787	48,621	394,408
	=====	=====	=====

In 2021 expenditure on charitable activities was £406,153 (2020: £394,408) of which £756 (2020: £41,719) was expenditure from unrestricted funds and £405,397 (2020: £352,689) was expenditure from restricted funds.

5 SUPPORT COSTS

Cost type	2021 £	2020 £
Legal and professional	4,800	9,140
Consultancy fees	52,960	22,000
Insurance	2,516	1,741
Consumables	1,569	3,276
Depreciation	4,730	2,102
Sundry expenditure	883	643
HSUK fee	6,110	5,963
Governance costs:		
Independent Examination fee	2,184	2,100
Accountancy	1,512	1,656
Total	77,264	48,621
	=====	=====

Support costs have been allocated to charitable activities on the basis of actual use.

HOME-START NORFOLK

TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT) FOR THE YEAR ENDED 31 MARCH 2021

6 STAFF COSTS

	2021	2020
Staff costs were as follows:		
Wages and salaries	282,249	257,264
Employer NIC	17,231	16,388
Other pension costs	14,838	13,903
Total	314,318	287,555

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

	2021	2020
Employees	15	14

The Charity considers its key management personnel to comprise of Chief Executive (appointed 01/05/2021), Service Manager, Business Manager, and Development Manager. The total employee benefits including employer pension contributions of the key management personnel were £106,854 (2020: £96,704). No employee has employee benefits in excess of £60,000 (2020: none).

7 NET INCOME / (EXPENDITURE)

	2021 £	2020 £
This is stated after charging:		
Depreciation of tangible fixed assets	4,730	2,102
Pension costs	14,838	13,903

8 INDEPENDENT EXAMINER'S REMUNERATION

	2021 £	2020 £
Independent Examination fees	2,184	2,100

HOME-START NORFOLK

TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT) FOR THE YEAR ENDED 31 MARCH 2021

9 TANGIBLE FIXED ASSETS

	Fixtures and Equipment £	Total £
Cost		
At 1 April 2020 and 31 March 2021	39,091	39,091
Depreciation		
At 1 April 2020	20,171	20,171
Charge for the year	4,730	4,730
At 31 March 2021	24,901	24,901
Net Book Value		
At 31 March 2021	14,190	14,190
At 1 April 2020	18,920	18,920

10 DEBTORS

	2021 £	2020 £
Accrued income	31,498	246
Prepayments	948	-
	32,446	246

**TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT)
FOR THE YEAR ENDED 31 MARCH 2021**

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade creditors	6,103	4,671
Accruals and deferred income	37,907	8,532
Social security and other taxes	4,760	4,670
	<u>48,770</u>	<u>17,873</u>
	<u><u> </u></u>	<u><u> </u></u>
Deferred income	2021 £	2020 £
At 1 April	-	-
Additions during the year	33,823	-
	<u>33,823</u>	<u> </u>
At 31 March	<u><u>33,823</u></u>	<u><u> </u></u>

Income has been deferred, due to being received in advance of the period to which it relates.

12 CONTINGENT LIABILITY**The Pensions Trust - Growth Plan ("the scheme")**

Home-Start Norfolk participates in the scheme, a multi-employer scheme which provides benefits to some 950 non-associated participating employers. The scheme is classified as a 'last-man standing arrangement'. Therefore the charitable company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme. Therefore Home-Start Norfolk has a contingent liability, as a result of pension funds held that sit within a growth plan administered by The Pensions Trust. There is a contingent liability of £12,057 (2020: £12,465) relating to the pension scheme, which would fall due to the scheme provider if Home-Start Norfolk had no members in the scheme, as this would trigger a cessation and crystallise the liability. The amount of the liability is as advised by the Pensions Trust following their latest Scheme Valuation. The plan currently has an identified shortfall with sufficient funds to cover 82% of liabilities. Home-Start Norfolk does not contribute towards the recovery plan for the scheme as the charity has no series 1 or series 2 liabilities. The recovery plan is due to end on 31/01/2025 and is reviewed every 3 years.

HOME-START NORFOLK

TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT) FOR THE YEAR ENDED 31 MARCH 2021

13 STATEMENT OF FUNDS

2021	Brought Forward £	Income £	Expenditure £	Transfers £	Carried forward £
DESIGNATED FUNDS					
Designated funds	50,000	-	-	58,656	108,656
UNRESTRICTED FUNDS					
General funds	358,270	77,310	(29,383)	(54,055)	352,142
RESTRICTED FUNDS					
Better Together	-	18,095	(18,095)	-	-
GYBC Community Grant	4,826	19,000	(17,696)	-	6,130
Action for Children	-	125,000	(125,000)	-	-
Home-Start UK	-	15,100	(11,500)	-	3,600
National Lottery Community Fund	18,808	188,656	(173,808)	-	33,656
BBC Children in Need	2,238	5,318	(7,556)	-	-
East Coast Community Fund (Grantscape)	-	7,081	(4,870)	(2,211)	-
Norfolk Community Foundation	17,001	29,175	(40,250)	(4)	5,922
MOD Covenant Fund	-	9,008	(6,622)	(2,386)	-
	42,873	416,433	(405,397)	(4,601)	49,308
Total Funds	451,143	493,743	(434,780)	-	510,106

HOME-START NORFOLK

TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT) FOR THE YEAR ENDED 31 MARCH 2021

13 STATEMENT OF FUNDS (continued)

2020	Brought Forward £	Income £	Expenditure £	Transfers £	Carried forward £
DESIGNATED FUNDS					
Designated funds	150,000	-	-	(100,000)	50,000
UNRESTRICTED FUNDS					
General funds	245,094	90,869	(88,537)	110,844	358,270
RESTRICTED FUNDS					
MOD Covenant Fund	16,244	35,255	(38,444)	(13,055)	-
Better Together	283	19,606	(19,889)	-	-
GYBC Community Grant	-	19,000	(14,174)	-	4,826
Afc Pre-contract set up	-	18,000	(18,000)	-	-
Home-Start UK	-	7,500	(7,500)	-	-
National Lottery Community Fund	25,966	167,019	(174,177)	-	18,808
BBC Children in Need	5,991	7,494	(11,247)	-	2,238
East Coast Community Fund (Grantscape)	3,446	10,726	(16,383)	2,211	-
Norfolk Community Foundation	14,318	24,000	(21,317)	-	17,001
Brook Trust	9,693	-	(9,693)	-	-
Morrisons	8,328	-	(8,328)	-	-
KPE4 Out of the Blue	13,537	-	(13,537)	-	-
	97,806	308,660	(352,689)	(10,844)	42,873
Total Funds	492,900	399,469	(441,226)	-	451,143

HOME-START NORFOLK

TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT) FOR THE YEAR ENDED 31 MARCH 2021

13 STATEMENT OF FUNDS (continued)

MOD Covenant Fund	Funding supporting forces families living in stress in or around RAF Marham air base.
Better Together	Funding supports parents experiencing isolation and loneliness in Great Yarmouth or Norwich area.
GYBC Community Grant	Grant providing intensive support to families experiencing complex needs in Great Yarmouth Borough via a Family Support Worker.
AfC Pre-contract set up payment	Contribution to organisational set-up costs pre-contract.
Home-Start UK	Various funds supporting families, strategic development work, and consultancy.
National Lottery Community Fund	Countywide funding to provide volunteer support to mums with children between 0 – 2 or pre-natal to improve maternal mental wellbeing, reduce isolation and improve parent/child attachment.
BBC Children in Need	Funding providing school readiness support to disadvantaged children aged 3 – 5 living in Norwich. Covid Booster Grant to extend into Norfolk.
East Coast Community Fund (Grantscape)	Funding to benefit families and train volunteers living along West Norfolk Coastline (funded by Orsted Windfarm).
Brook Trust	Bridging support to allow development of alternative fundraising and marketing opportunities.
Morrisons	Funding to train volunteers and support struggling families living in South Norfolk.
KPE4 Out of the Blue	Countywide project supporting parents experiencing poor mental health and training volunteers in mental health first aid.
Norfolk Community Foundation	Various funds contributing towards salary, travel and core costs for supporting families in Norfolk.
Action for Children	Contract with Action for Children delivery family support under Norfolk County Council's Early Childhood and Family Service.

HOME-START NORFOLK

TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT) FOR THE YEAR ENDED 31 MARCH 2021

13 STATEMENT OF FUNDS (continued)

UNRESTRICTED FUNDS

The unrestricted funds are available to be spent for any of the purposes of the charity.

DESIGNATED FUNDS

The designated fund of £108,656 is to be utilised as follows:

£75,000 will make provision for workforce development to embed working practices across the county and to develop the new income streams required to ensure long-term financial stability.

£33,656 is to be ring-fenced in respect of the National Lottery Community funding, for work completed during the extension period.

14 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted Funds 2021 £	Designated funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Fixed assets	-	-	14,190	14,190
Net current assets	49,308	108,656	337,952	495,916
	<hr/>	<hr/>	<hr/>	<hr/>
	49,308	108,656	352,142	510,106
	<hr/>	<hr/>	<hr/>	<hr/>

	Restricted Funds 2020 £	Designated funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £
Fixed assets	-	-	18,920	18,920
Net current assets	42,873	50,000	339,350	432,223
	<hr/>	<hr/>	<hr/>	<hr/>
	42,873	50,000	358,270	451,143
	<hr/>	<hr/>	<hr/>	<hr/>

15 PENSION COMMITMENTS

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in independently administered funds. The total pension cost charge represents contributions payable by the charity to the funds and amounted to £14,838 (2020: £13,903). No amounts are outstanding at year end (2020: £nil).

**TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT)
FOR THE YEAR ENDED 31 MARCH 2021**

16 RELATED PARTIES

In their roles as Trustees, the Trustees give their time and expertise freely without any form of remuneration or other benefit in cash or kind.

Trustees expenses were incurred during the year for travel totalling £500 for 2 trustees (2020: £1,289).

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

➤ Thank You! ◀

A huge thank you to everyone who has supported us this year – our funders, donors, and supporters, including:



- Action for Children
- Blakemore Foundation
- Co-op Local Community Fund
- David and Anne Brief
- DCMS/Pears Foundation
- Edward Gostling Foundation
- Ellerdale Trust
- EJR Print
- Fuller Endowment Fund
- Garfield Weston Foundation
- Geoffrey Watling Charity
- Great Yarmouth Borough Council
- G Stirling
- Home-Start UK
- John Lewis & Partners
- Kings Lynn Rotary Club
- KPMG
- Lady Clare Agnew, DL
- Liz Wheeler-Smith
- Martyn Lane & family
- Neighbourly
- Paul Bassham Trust
- Sarah Doubleday Foundation
- Swaffham community Centre
- Sylvia Adams Trust
- The Lady Dannatt, MBE
- Tesco
- Thetford Netball Club
- Trisha Goddard
- Victory Housing
- Waitrose & Partners
- Warburtons

And all those who have donated, fundraised, donated their volunteer expenses, or supported us in some way during the year.



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Norfolk**